

EUROPEAN NEWS

France plans tighter rein on state spending

By William Dawkins in Paris

THE FRENCH government is planning to tighten its budget policy by keeping next year's spending level in real terms in response to the decline in tax revenues provoked by the economic slowdown.

Mrs Edith Cresson, the prime minister, has written to her ministers warning that overall expenditure will be allowed to rise by just under 3 per cent to between FF1,325bn (\$222bn) and FF1,330bn in 1992, only a fraction ahead of the inflation rate of 2.5 per cent.

In line with the budget policies outlined earlier this month by President François Mitterrand, the government aims to keep the budget deficit unchanged at FF180bn for the second year running and impose no tax increases. This comes after a 1991 budget in which spending rose by 4.8 per cent, a small rise in real terms. It also marks a change in the usual policy of allowing government spending to grow roughly in line with the growth of the economy, to using inflation as the guide for spending plans.

Individual ministers will negotiate the final details of their individual spending allowances over the next few weeks with Mrs Cresson and Mr Pierre Bérégovoy, the finance minister, so that the

spending proposals can be debated in parliament in the autumn.

The biggest spending priorities for the coming year will again be education, scheduled for a 5.7 per cent rise partly to pay for 5,000 extra teachers, and research, due for a 5.8 per cent increase. No rise is expected for defence, and most other departments will see their budgets cut or held stable.

The plans are likely to run into opposition from the Communist party. It believes the government should spend more, funded by increased borrowings and a rise in the budget deficit, an argument which is likely to draw personal sympathy from Mrs Cresson, though not from Mr Bérégovoy, the architect of France's sound economic policies. However, Communist support is important to the minority Socialist government.

The current year's budget was drawn up on government forecasts that gross domestic product would rise by 2.7 per cent this year, since scaled back to 1.5 per cent - and even that is considered optimistic by many economists. As a result, the government had to resort to unpopular measures to curb spending and increase tax revenues. It has not yet finalised its 1992 economic growth forecasts.

Craxi threatens to pull out of coalition

By Haig Simonian in Milan

ITALY'S socialist party leader, Mr Bettino Craxi, yesterday rejected Christian Democratic plans for electoral reform and warned that his party might pull out of the four-party coalition government, triggering early elections.

In a debate on constitutional reform, Mr Craxi said it was necessary to "reduce the time" of the current legislature, due to end next June.

He also dismissed the Christian Democrats' plan to give a special bonus to the party winning most seats in an election, one of a number of suggestions for improving the stability of Italian governments. The Christian Democrats, Italy's biggest political party, would be the prime beneficiaries of such a change.

Christian Democrat leaders played down the danger of a rift with the Socialists. Mr Arnaldo Forlani, the party secretary, said the Christian Democrats wanted to find common

ground with Mr Craxi, and the plan for electoral reform could be altered.

The three-day debate has reopened divisions between the Socialists and the Christian Democrats, which had been papered over after the last government crisis in April.

The issue of reforming the constitution was then postponed until after the next general elections, in order to enable the legislature to serve its full term.

However, the result has been a further weakening of the government's already limited capacity for decision-making. More recently, there have been growing calls for early elections in order to return a government better able to tackle pressing issues like financial reform and organised crime.

The two parties are most at odds over Mr Craxi's desire for a strong presidency, to be elected directly by the people, rather than by parliament.

Russia boycotts Gosbank talks on joint policy

By Leyla Boulton in Moscow

GOSBANK, the Soviet central bank, said last night that most republics had agreed a credit squeeze in an attempt to start a joint financial policy, but that Russia, the largest republic, had boycotted the talks.

Mr Vyacheslav Zakharov, deputy chairman of Gosbank, said representatives of 14 republican state banks had agreed the measures on Tuesday and that Gosbank would try to win Russia over so the measures could be implemented. The Soviet Union is trying to convince western governments and financial organisations that it is serious about putting the country's finances in order - together

with the republics.

Tuesday's meeting included envoys from all republics, including the breakaway Baltic states and Georgia.

The agreement would increase the reserves commercial banks have to deposit with the central or republican state banks or their customers' deposits.

The margin between the interest rate they could charge borrowers and that which they could pay depositors would also be fixed at three percentage points. Interest which Gosbank and republican central banks could charge commercial banks for funds would be increased to 12 from 8 per cent.

Two sides of a coin to German monetary union

One year on, it's a story of trauma in the East and success in the West, writes Quentin Peel

ONE year on from monetary union, the German economic unification process can be seen as both a remarkable success, and a terrible trauma.

The trouble is that the success has been overwhelmingly concentrated in the west, and the trauma entirely in the east. While the east still requires a massive adjustment effort, and huge levels of assistance to recover, the west must consolidate to control its budget deficit and damp down growing inflationary pressures.

That is the broad picture to emerge from the first Economic Survey to be published by the OECD on the German economy since unification.

Behind it, and understated with classic OECD caution, lie very real worries about the capacity of the former East Germany to catch up in the near future, some sharp criticism about the policy mistakes of the German government in its headlong rush for unity, and an underlying confidence that none the less, the German economy has the strength to weather it all.

For west Germany, unification has meant an economic boom at a time of international recession. More than that, it has been able to provide the locomotive for international economic growth which so many of its partners have been demanding for so long.

In spite of already high capacity utilisation, it has been able to meet the soaring demand for consumer goods from the east.

Thanks to its previous huge trade surplus, it has been able to absorb a surge of imports for

KEY GERMAN PROJECTIONS							
	West Germany			East Germany		All Germany	
Per cent change	1990	1991	1992	1990	1991	1990	1991
GNP	4.6	2.8	2.2	-15/-20	-15/-20	2½-3	½-1
GDP	4.4	3.3	2.2				
Consumer prices	2.5	3.3	4.0	-3	+10/15		
Unemployment (%)	5.0	4.8	4.9	10	25	8½	9½
Employment (m)	28.5	29.0	29.3	9	7½	37½	36½

* Figures for East Germany are not OECD projections; they are based on the most recent forecasts by GDR specialists for official information.

† Consumer Prices includes an estimate for selective price controls.

Source: European Economic Community, Directorate General for Economic and Financial Affairs, Luxembourg, 20 July 1989.

* Figures for east Germany are not OECD projections; they are based on the most recent forecasts by DIN supplemented by other information. † East German figures include an estimate for effective short-time working. Source: OECD, Economic Outlook 48, July 1991

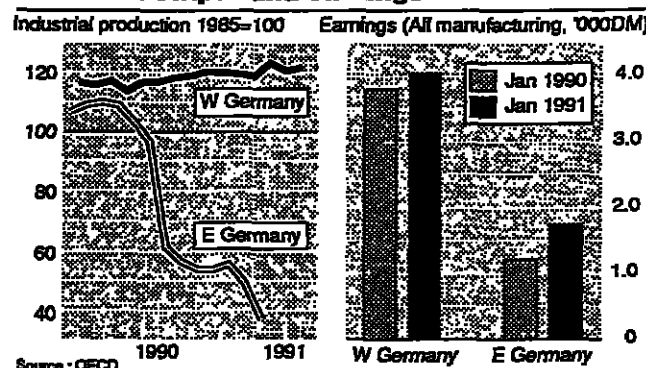
the East, and only just slide into deficit in recent months. And it has been able to support a doubling in its public sector borrowing requirement, without so far more than a percentage point increase in inflation.

The concern lies rather in the east. "Forty years of development under two contrasting economic systems have not only led to vastly different economic structures and behavioural patterns in the two post-war Germany," the report says, "but have also opened up a much wider gap... in terms of capital endowment, productivity levels and living standards than was suggested by official statistics."

"The full and abrupt exposure of the structurally weak eastern German economy to competition both from western Germany and from abroad... (has) resulted in a virtual collapse of production and employment in the five new federal Länder."

At the end of March the number of registered unemployed, or on short-time working, amounted to almost 3m, or 30 per cent of the eastern labour force. At the same time,

Industrial output and earnings



Industrial output was down more than 50 per cent over one year.

Behind that collapse lies a total loss of competitiveness of eastern German output both in the west and on the world market; and behind that lies the combination of a surge in wages, to catch up with the wealthy west, outdated and inadequate capital stock, and a crumbling infrastructure.

For the OECD, the gravest problem is the wage explosion. It avoids any direct comment on the conversion rate of 1:1

productivity would have to be far beyond the most optimistic predictions.

A crucial element in that wages surge has been the unbalanced nature of the eastern bargaining process.

The western wage-bargaining system has been largely adopted, with powerful and relatively centralised trade unions demanding rapid convergence (not least to protect their own position in the west), from demoralised and demotivated managements in the east.

While a major argument for rapid wage rises has been to stem the flow of emigrants from the east, the ironic effect has been the opposite, the report suggests. For it is unemployment, not low wages, which is the real cause of emigration, and high wages are causing more job losses, and so higher emigration.

The other side of the coin is the need to accelerate the creation of a healthy private sector in the East, through the work of the Treuhand agency. There again, the OECD authors have some suggestions.

The insistence, in the Unification Treaty, on restitution of property to former owners has created prolonged uncertainty where ownership is difficult to determine. The Treuhand itself has on occasion been excessively restrictive in its desire to protect jobs.

The agency has also been too inclined to sell eastern businesses in their present form, rather than break them up. And the requirement that purchasers should be existing enterprises means that full use

of the possibilities of the capital markets, management buy-outs, or offering shares to the public, is not being made.

The report calls for enterprises to be freed from the debts and obligations arising from social plans, and insured in some way against action for environmental damage done in the past, in order to speed up the privatisation process.

It also suggests that the Treuhand, with its recourse to the capital markets restricted to DM25bn (\$14.2bn) in 1990/91, is underfunded for the big task in hand.

One way of speeding up the recovery process in the east would be to accelerate the sale of housing. Another would be to deregulate the whole field of investment in the infrastructure, where cumbersome west German procedures are delaying faster spending.

Against all of this, the OECD urges caution and consolidation in the West.

It estimates this year's public sector borrowing requirement at DM1,700bn (\$1,010bn), and warns that "public sector recourse to the capital market should not be undertaken lightly. The extent to which it finances consumption rather than investment... should be carefully controlled."

The western Länder must bear the brunt of budget subsidy cuts, the authors say. That will mean the Bonn government showing more courage in facing down powerful lobby groups - like farmers, miners, or shipbuilders - than it has in the past.

Schlesinger gives strong hint on interest rate rise

By Andrew Fisher in Frankfurt

MR HELMUT SCHLESINGER, who takes over as president of the Bundesbank next month, said yesterday that inflation had risen much too fast in west Germany, and he hinted strongly at the possibility of an interest rate rise soon.

"It looks as if we will have a rise in consumer prices over the same month of last year of maybe 4.4 per cent, and that is considerably more than we expected," Mr Schlesinger said in an interview.

Several west German states have recently announced high provisional inflation rates for July.

Recent taxes on fuel and other goods to help finance German unity had been expected to lift inflation. "But the jump between June and July is much bigger than can be explained by these factors," he said.

The Bundesbank wanted to avoid a "wage-price-wage spiral" after this year's high pay rises, with unions trying in 1992 for further big increases to match inflation.

The latest price figures were influenced by higher seasonal food prices, which would ease.

"But it now seems impossible that we shall drop below 4 per cent again this year, as I had hoped."

Some Bundesbank council members argued for a rate rise at the council's meeting two weeks ago.

This week, Mr Hilmar Kopper, chief executive of Deutsche Bank, said a rise in German interest rates this autumn was unavoidable because of the impact of recent high wage settlements on prices. Economists widely expect further interest rate action by the Bundesbank.

While declining to forecast what the Bundesbank might decide, Mr Schlesinger said the arguments for a rise in the discount rate, now 6.5 per cent, were clear.

"The discount rate is way out of line with market rates. This can be tolerated for a certain time."

It had been kept low to help refinancing of the east German banking system. "But we must gradually get back to normal conditions. If this interest gap is not reduced by other interest rates falling, then we must think of a correction."

Bringing the discount rate closer to the Lombard emergency funding rate of 9 per cent "would not be a restrictive move, but the removal of a type of interest rate subsidy". The discount rate was less significant in Germany than in other countries.

The 2.5 point gap between the discount and Lombard rates was larger than usual, Mr Schlesinger said. "Mostly, it has been 1 per cent." In the past, it had never been wider than this for long.

Mr Schlesinger also said west Germany's continued high economic growth rate this year was inflationary. "This can't continue; nobody expected growth of 4 per cent." While the Bundesbank would not defend a specific exchange rate to keep the D-Mark strong and help combat inflation, "we want the result of our policy to make the D-Mark stronger, not weaker."

This week it has firmed against the dollar, quoted yesterday at around DM1.75 in Frankfurt. "I would rather have it [the dollar] under DM1.80 than over."

Eastern towns want power in their hands

By David Goodhart in Bonn

LOCAL authorities in 124 east German towns are to complain in the constitutional court that the takeover of the east's electricity production and distribution industry by a west German consortium restricts their ability to produce their own electricity.

The Treuhand privatisation agency officially still owns both the electricity generation industry and the 15 former distribution companies. These have been grouped together into one distribution enterprise in which the west German utilities also intend to take a majority stake.

Almost a year after the original contract was agreed in principle between the Treuhand and the energy consortium led by west German utilities RWE, PreussenElektra, and Bayernwerk, there is still no agreement on price.

The utilities have now discovered that modernising east Germany's electricity supply industry will cost more than expected, extra costs that cannot be reclaimed through higher energy charges in east Germany. Demand in the former state has also dropped by about 30 per cent since economic unification.

If the local authorities win the right to produce more electricity the outlook will look even gloomier for the utilities, especially if they undercut tariffs in west Germany's semi-monopoly system.

Many towns argue that they will produce cheaper electricity on a more environmentally sound basis. They also claim that the Treuhand Commission and the German constitution are on their side. The decision of the constitutional court will certainly have serious implications for Germany's electricity supply industry.



Mr Helmut Schlesinger: The German inflation rate had risen considerably more than expected

Hopes dim at east Berlin lighting factory

By Leslie Collett in Berlin

MANAGEMENT and workers at the Narva lighting company, one of east Berlin's largest manufacturers, fear that the company's workforce is to be drastically reduced and most of its operations converted for commercial and leisure use.

The Treuhand privatisation agency reached a preliminary decision this week to sell Narva, part of the giant Gosbank company until 1945, to a private consortium in the west.

"Our worst fears are confirmed," said Mr Michael Müller, head of the Narva works council. He believes the

factory will be run down and converted because of the property boom triggered last month when parliament and the government decided to move from Bonn to Berlin.

He claimed that the property consortium planned to build a commercial centre and hotel on the Narva site and to retain only 350 out of 1,400 workers to produce lighting fixtures. Narva had 4,900 employees in January 1990. Several thousand workers were laid off in preparation for sale to the private sector.

The Klingbeil construction company

in west Berlin, part of the successful property group, said it could not disclose details of its plans for Narva because senior management were on holiday. Klingbeil and Heinz H. Pitzsch, an investment and property company, are the lead companies in the consortium.

The preliminary decision by the Treuhand requires approval by its managing board - expected next week and the Finance Ministry. Mr Harald Lang, responsible at the Treuhand for Narva, said the property group had made the best offer. The Treuhand

based its decision on four criteria: the number of jobs immediately guaranteed and the number to be created in the long term, "within the plant and in total". The size of the investment came next, and only then came the price, which he could not disclose.

Narva management and the works council had favoured a rival bid by the Conle company of west Germany which entailed building a new Narva factory and retaining about 900 employees. Another bidder, Phoenix, a Japanese lamp company, offered to retain nearly 600 workers in lighting.

Steel-makers throughout Europe are coming under increasing financial pressure as demand shrinks and prices plummet

Iva presses government for L1,200bn cash injection

By Charles Leadbeater, Industrial Editor

ILVA, the Italian state-owned steel group is pressing the government to decide by the end of next month whether to inject L1,200bn (\$917m) into the company, which is under increasing financial pressure from the downturn in European steel markets.

Iva has told IRI, the state industrial holding company and its main shareholder, that the state holding in the group should be sold if IRI cannot finance a debt reduction package. Senior executives at Iva, which is Europe's second largest steel producer, believe that without a capital injection it could only maintain its profitability by a string of assets sales.

The group's call on the state for finance will fuel fears that European steel producers are turning for public support to help them through the decline in their markets which set in last year. Any injection of

funds from the state is likely to be scrutinised by the European Commission.

The Commission is informally examining the agreement announced last week under which Credit Lyonnais, the French state-owned bank, will pay FF2.5bn (\$410m) for a 20 per cent stake in Usinor-Sacilor, the publicly-owned steel producer.

Iva believes a cash injection would be allowed by the Commission which in 1989 approved a restructuring plan involving state finance of L5,000bn. The group has received only L3,000bn so far. The European Community council of ministers meeting in Brussels yesterday approved modifications to Iva's original restructuring plan which has involved the closure and sale of several plants.

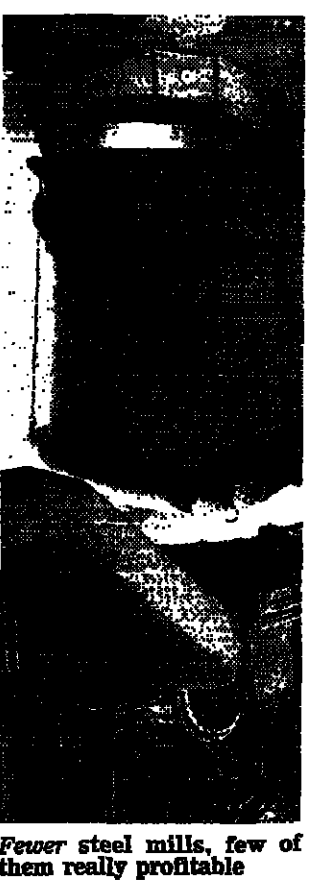
Mr Pietro Nardi, the company's general manager for finance said it would be better

for IRI to sell its holding to another European steel group rather than starve the company of funds. Financial reconstruction was essential to pave the way for Iva's eventual privatisation in 1993.

Iva has been particularly hit by a 25 to 30 per cent fall in steel prices since the market peaked in 1989. The squeeze on its margins is making it increasingly difficult for the company to maintain its profitability, partly because it has debts of L5,000bn, L1,400bn more than it had planned at this stage of its restructuring plan.

Mr Nardi said the capital injection from IRI could take several forms including shares or assets in other state companies.

In addition, the company expects a L1,000bn shortfall on its plans to spend L4,500bn on investments and acquisitions in the next four years.



Fewer steel mills, few of them really profitable

Decade of restructuring in Europe does little for profits

By Charles Leadbeater

A MAJORITY of European steel plants are either making losses or just breaking even despite more than a decade of restructuring, according to the industry's costs prepared for the European Commission.

Steelmakers throughout Europe, as coming under increasing financial pressure, in part from a fall in demand, but mainly from steep cuts in prices even in markets such as Germany where the volume of demand has held up. Since the peak of the market in 1989 prices have fallen by between 25 per cent and 30 per cent.

Several European plants have production costs which are significantly higher than current prices for hot rolled coil, which accounts for a large share of the industry's total steel output, the assessment found.

The study was prepared in May for Brussels by McKinsey

& Company, management consultants, as part of its monitoring of the recovery plan set in train by Iva, the Italian state-owned group in 1989.

It shows that Usinor Sacilor's plant at Fos on the Mediterranean coast of France is the most efficient in Europe, with production costs of about L250 per kg, or \$191.5 per tonne. The least efficient are those owned by Cockerill Sambre of Belgium, Essidusa and AHV in Spain and Voest Alpine, in Austria, which have production costs of between L360 and L500 per kg, equivalent to about \$275 to \$383 per tonne.

All these plants were in danger of moving into loss by the fourth quarter of last year. Prices for steel coil fell from about L390 per kg in the first quarter of 1990 to about L400 per kg or \$306 per tonne at the end of last year, according to McKinsey.

Since the start of this year the fall in steel prices has accelerated.

The report shows that Iva's costs in the past three years. In 1989 its costs were about L350 per kg or more than \$260 per tonne. By the end of last year when McKinsey gathered the information for the report Iva's costs at its main Taranto works in southern Italy were about L300 per kg or about \$227 per tonne.

British Steel, Thyssen of Germany and Sidmar, the Flemish subsidiary of Arbed the Luxembourg producer are all in the low-cost group with costs of L250-L300 per kg.

Among the medium-cost producers with costs between L320 and L340 per kg are the German companies Kloeckner, Roesch and Krupp, the Dutch producer Hoogovens, and the Charleroi plant of Cockerill-Sambre, the Belgian group.

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INTERNATIONAL NEWS

Staff 'helped' hard-pressed property investors

Japanese bank rocked by illegal loans scandal

By Stefan Wagstyl in Tokyo

FUJIBANK, a top Japanese bank, was rocked yesterday by the revelation that four employees ran a huge illegal loans scheme using forged certificates of deposit worth ¥200bn (\$1.55bn).

The four employees were sacked yesterday and three of them were formally accused by the bank of fraud and forgery. Fuji said it suffered losses of ¥27.1bn from the illegal transactions which started in 1987.

The incident is the latest example of sharp practices which went undetected in the booming Tokyo financial markets of the late 1980s, and which are now coming to light in the 1990 bear market.

The scheme at Fuji involved using forged certificates of deposit to obtain loans for Fuji clients from financing companies when the bank itself was unable to lend sufficient money. Most of the 23 customers concerned were property investors, who in the late 1980s

found it increasingly difficult to secure bank finance because banks were under pressure from the authorities to slow the growth of property loans.

The sacked employees, working at three branches in Tokyo, allegedly forged certificates of deposit and presented them to financing companies as collateral for loans to the hard-pressed clients.

The bank admitted that internal checks of the branches which made the loans had been lax.

Fuji said 51 certificates were faked between 1987 and 1991. The bank discovered the deals only a few weeks ago, when an unsuspecting finance company asked Fuji about its claim to a certificate of deposit.

Fuji then took immediate action, taking over the loans to the finance companies itself and obtaining collateral worth ¥200bn from the clients. Fuji said uncollectable bad loans totalled ¥27.1bn, or more than 20 per cent of its ¥120bn net profit last year.

The bank said the scheme was an isolated incident involving individual employees and not an example of any widespread malpractice.

However, it admitted that internal checks of the three branches which made the illegal loans had been lax. Mr Yoshiro Yamamoto, the vice president, said he felt responsible for the bank's inadequate supervision.

The ministry of finance is investigating the incident. Some bankers questioned how it was possible for individual employees to forge documents worth as much as ¥200bn and how fraud went undetected for four years.



Japanese Foreign Minister Taro Nakayama at a camp in the Philippines for evacuees from an area threatened by volcanic activity

Palestinian question mark over peace plan

Roger Matthews on the dilemma of those whose plight is at the heart of the conflict

THE HUGE diplomatic effort being expended to bring the principal protagonists to the Middle East negotiating table is likely to seem little more than the casual croaking of a finger when compared with what will be required to make progress on the substantive issues.

Israel's determination to exercise a detailed veto over the composition of Palestinian representation at the talks is a timely reminder of how profound the chasm remains.

During the past 10 days, since President Hafez al-Assad of Syria bowed to American requests and accepted direct talks with Israel, it has been possible to focus on what had changed on one level of the Arab-Israeli conflict. Syria, Israel's most intractable enemy, was at last prepared to negotiate. Egypt had already been to the table and King

Hussein of Jordan had long been prepared for such a moment. Of the Palestinians, whose plight and aspirations are at the very heart of the conflict and the conference, little had been heard.

Israel, having this week moved publicly closer to

There is always the possibility that a single terrorist act could halt the whole process

accepting the US invitation to a peace conference, may now be looking to tweak already stretched Palestinian nerves.

The 1.75m Palestinians living in the West Bank and Gaza, the territories occupied by Israel in 1967, have been told by the government in Jerusalem that they will never have an independent state and that the land on which they live must remain forever part of

Israel. Such is the stated position of Mr Yitzhak Shamir, Israel's prime minister. In addition, and in defiance of world opinion, Israel intends to continue building more settlements. It would be hardly surprising if Palestinians the single most supported Palestinian organisation. As a result it was always probable that Palestinians who eventually came to be involved in negotiations would not stray too far from PLO policy.

But, by adding the further qualification that Israel will not negotiate with Palestinians from east Jerusalem, a further abrasive twist is being applied. For the Palestinians, Moslem and Christian, Jerusalem is of enormous religious and political significance. An acceptance of the Israeli veto would, they fear, appear to endorse Israeli annexation of the eastern half of the city. Against such a

background, so far removed from the confidence building measures sought by Washington, the more radical elements within the Palestinian community can expect to gather support.

As so well appreciated by the extremists on both sides, there is always the tragic possibility that a single terrorist act could halt the entire process.

However, the progress that has been made towards a peace conference is still considerable, the US Administration looks to be committed to the process, and Israel is closer than it has been for a long time to sitting down with all its Arab neighbours. What Mr Shamir has done in the last two days is to remind all the probable participants, especially the Palestinians in the occupied territories, of how rough the road will be after how little he will find if they cannot last the journey.

Israel and US work on the main obstacle

By Hugh Carnegie in Jerusalem

ISRAELI officials said yesterday that Israel was waiting to hear from Washington on who would represent the Palestinians in Arab-Israeli negotiations, the main outstanding issue blocking an Israeli go-ahead for a Middle East peace conference proposed by the US.

A senior official in the prime minister's office said he did not believe the issue would be resolved in time for the US and the Soviet Union to announce a conference at their summit in Moscow next week.

The Bush administration has specifically asked Israel to respond before the summit, and has warned the government against using delaying tactics.

But Israel is insisting on approving in advance the composition of a joint Jordanian-

Palestinian delegation to the conference and subsequent bilateral negotiations. It will not accept any Palestinians it sees as representative of the Palestine Liberation Organisation, nor any Palestinians from Jerusalem.

The Palestinians so far have insisted Jerusalem must be represented on their side, leaving the US with the difficult task of finding a way around the impasse.

Asked why Israel would not give its assent to the broad outline of the US peace plan and smooth out remaining details later, as Mr James Baker, the US Secretary of State has asked the Israelis to do, the official said: "We want to be practical. We don't want to put aside now problems that we know will come up again and be a problem later."



Moving shack: A woman drags her belongings away in a bag yesterday as S African municipal workers, protected by police in an armoured car, demolish squatter shacks in the Ivory Park squatter settlement near Johannesburg

Pretoria slush fund raises graver issues

By Patti Waldmeir in Johannesburg

THE South African government has admitted secretly channelling R1.75m (\$605,000) to the mainly Zulu Inkatha movement and its associated trade union, the United Workers Union of South Africa (Uwusa). Yesterday it defended this funding, insisting that its aim was to fight corruption - not to undermine the African National Congress.

But far more serious allegations - as yet unproven - remain outstanding. By lying about their involvement with Inkatha over the funding issue, senior government ministers, including Mr F.W. de Klerk, the president, may in some eyes have forfeited their right to be given the benefit of the doubt on these charges. They are:

■ That South African security forces have aided Inkatha in violence which has left nearly 10,000 people dead in black townships over the past five

years, and that the two parties worked together to export this violence from Natal province (Inkatha's power base) to townships near Johannesburg last year.

The most startling allegation in this regard comes from a former South African army sergeant, Mr Felix Ndumbe, who has charged that members of the Five Reconnaissance Regiment (crack troops of South Africa's "Special Forces", the operational wing of the Directorate of Military Intelligence) carried out an attack on a Soweto-bound train last September in which 26 people died.

Mr Ndumbe's account, like most of those which have surfaced recently in the South African and foreign press, is second-hand: he claims that his "friends" in Five Recon told him of their participation in the attack "in the tea room" after they returned to the regiment's base at Phalaborwa, in

the eastern Transvaal. He alleged that Five Recon had also been involved in other operations.

Mr Ndumbe sketched a regiment still operating as it did in the days of the "total onslaught" to combat what Pretoria saw as a communist-inspired insurrection. Despite political changes in South Africa, the message from his white commanding officers was that the ANC was "still the enemy".

■ That the KwaZulu police, the security force of the KwaZulu black homeland (which was a non-independent homeland ultimately ruled by Pretoria) have operated "hit squads" against ANC leaders in Natal, and have turned a blind eye to Inkatha atrocities.

A member of the intelligence unit of the Military Police in Natal, Mr Shino Madala, has confessed to the assassination of Mr Mhlambizina Maphumalo,

a prominent pro-ANC Zulu.

■ That the South African security forces are training Inkatha members, and that government paid a network of journalist-agents to place articles aimed at destabilising the ANC in local newspapers.

Charges came from Mr Nico Basson, a former South African Defence Force officer.

■ That the South African police and Inkatha have jointly run the United Workers Union of South Africa, set up in 1986, six months after the formation of the pro-ANC Congress of South African Trade Unions.

■ That the Civil Co-operation Bureau, a unit of the SADF closed down last year, operated death squads which murdered anti-apartheid activists. A government-appointed commission of inquiry last year found no evidence of the existence of such hit squads, although there have been allegations of a police cover-up.

Indian perestroika courtesy of the IMF

Prime Minister Narasimha Rao frees industry from its shackles, writes K K Sharma

THE NEW minority Congress government of Mr P V Narasimha Rao has taken just 34 days to make radical economic policy changes that have been needed for several decades and could transform the country's industrial structure.

This unusual alacrity in a country long used to lackadaisical movement found its stimulus in the need for immediate and urgent IMF assistance so that the country could avoid the stigma of being branded a defaulter on its huge foreign debt.

Whatever the reason for the brisk speed, India's perestroika has transformed the country much in the manner in which the Soviet Union has sought to introduce a market economy.

The difference is that, unlike the Soviet Union, India already has a thriving private sector and does not need to fumble with novelties. Dr Manmohan Singh, the minister for finance, said yesterday he did not fear India would lose out in its search for funds from abroad at a time when it is in competition with the Soviet Union, eastern Europe and the Middle East for foreign investment.

Dr Singh believes that, with its 870m population, India provides a huge, ready-made market and has the necessary skills to use the investment because it has the third largest technical manpower in the world. What was needed was the right policies to attract

investment, both by Indians and foreigners, and these have been initiated.

In discussions with the Japanese, he has said, they have said that Japan alone would provide \$2bn a year, given the right policies.

This is a measure of what he expects from the world now that market forces have been given freedom to operate and industry and trade have been freed from their bureaucratic shackles.

Dr Singh says the measures taken to bring about structural reforms in the economy are a part of "a comprehensive strategy, a cohesive strategy and a well-thought-out action plan" that will take the country on the path of growth and thus tackle its appalling poverty through development rather than hand-outs.

The measures taken in the last month started with the 20 per cent devaluation of the external value of the rupee and enabled the government to dismantle controls on trade and shed export subsidies worth Rupees 50bn (\$588m) (\$1.72m) a year.

These were followed on Wednesday by a new industrial policy that swept aside throttling regulations on investment, internal and foreign, and a budget that has reduced the fiscal deficit from 8.4 per cent of the gross domestic product to the IMF's requirement of 6.5 per cent through bold measures like abolition of subsi-

sidies.

The most revolutionary changes are in the area of industrial policy and have been widely welcomed, although there are many industrialists, long used to a sheltered market free from competition, who fear that the operation of market forces will harm them.

Harm is bound to be done and is part of the "difficult" and "painful" path that India has now chosen for itself. Bowing to pressure from politicians and businessmen with vested interests, however, a striking omission from the industrial policy was the much-criticised "exit" clause that would have permitted closure of unprofitable units.

Officials say, however, that closures will be unavoidable in

the new regime, even though the minister for labour fears considerable unrest because of threatened unemployment.

Curiously, the minister was not involved in the discussions on formulation of the policy.

Foreign companies will not, of course, rush into India simply because they are now allowed a 51 per cent share in joint ventures.

Indeed, the previous limit of 40 per cent was a deterrent only to some since experience has shown that control of a company is possible with a smaller percentage of equity.

However, there are many companies which want total ownership before investing in India. But majority control is certainly an attraction. More important, foreign companies will now not need the scores of government approvals that bred corruption and prolonged delays as proposals were held up for years by a bewildering array of committees and officials.

These have not been totally abolished even but "automatic approval" for investment proposals in a list of 34 areas of high technology will require, for the most part, discussions only with their Indian partners.

For investments generating exports, the path will be even easier. Much more important for Indian businessmen is their release from having to obtain industrial licences and the abolition of controls on so-called

"large monopoly houses" in a manner so sweeping that it has made virtually redundant the controversial Monopolies and Restrictive Trade Practices (MRTP) Act, or at least the hated clauses in it that curbed investments by those most capable of making them.

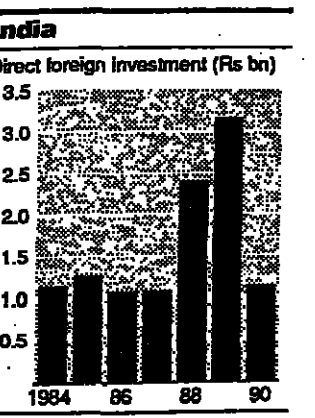
An era of deregulation has truly been initiated, even though this leaves many sheltered industrialists somewhat apprehensive of the operation of competition.

The government has now reserved for itself only 18 industrial groups, mainly of strategic importance and mining, and Indian businessmen will now need licenses only for such sectors as cars, coal, petroleum and 15 others.

The policy on the public sector remains ambivalent. Areas such as essential infrastructure, exploration for oil and minerals and industries "crucial to the long-term development of the economy" and where private sector investment is "inadequate" still remain in the public domain.

Privatisation of the many unprofitable public enterprises has not been explicitly accepted, partly for political reasons and the commitment of the Congress party to Nehru's policy that the public sector should be at the "commanding heights" of industry.

But many expect that the new industrial policy will diminish the importance of this dogma.



Ban on Japanese uranium plant lifted

By Steven Butler in Tokyo

A URANIUM enrichment facility near Rokkasho Village, in Aomori Prefecture in northern Japan, is set to begin operations after agreement was reached on safety with local government authorities.

The future of the facility had been in doubt following the election of Mr Hiroshi Tsuchida as mayor to the village in late 1989 after he promised to "freeze" construction of the complex.

The mayor's action did not halt construction, which was completed in May, but prevented any testing of the facility or deliveries of uranium. He is credited with helping to obtain public agreement on the safety procedures.

Mr Ryuji Mitsui, deputy manager of the construction office of the Japan Nuclear

Fuel Industries, said uranium will now be brought to the site for testing and that full operation would start in January 1991.

The capacity at the plant is to be expanded gradually over the next 10 years, when it is expected to provide about one-third of the fuel for Japan's 37 nuclear power stations. Japan currently relies on Britain and France to recycle nuclear fuel.

The agreement was signed by the Rokkasho authorities, Aomori Prefecture, and Japan Nuclear Fuel, which is 75 per cent owned by electric power companies.

The safety agreement includes 22 articles which allow village or prefectural officials to inspect the facilities at any time without giving notice.

Harare sees cut in deficit as percentage of GDP

MR Bernard Chidzero, Zimbabwe's finance minister, yesterday told parliament in Harare that the country's budget deficit of 1.461bn Zimbabwe dollars (\$440m) was about 7.6 per cent of gross domestic product compared with 10.3 per cent in the year ended June 30, 1990, Reuters reports from Harare.

Zimbabwe embarked on an export-driven reform programme this year and donors have waited to see how it was progressing before disbursing pledged support funds.

A cut in the budget deficit is seen as a key element in the plan to boost economic growth by a sustainable five per cent annually by 1995.

China's floods expose party failings

By Yvonne Preston in Shanghai

THE inadequacies of China's flood control system, proclaimed as one of the great achievements of socialism, are beginning to be exposed as the flood waters which have devastated huge tracts of central and eastern regions slowly recede.

The government now faces the mammoth task of building a co-ordinated flood prevention system along the length of the Yangtze River. It will cost billions of yuan and the land of tens of thousands of farmers.

The stark reality has been hinted at by Premier Li Peng. However the Communist party is clearly nervous about its failure to allocate sufficient funds for a properly co-ordinated system over the past 40 years will exacerbate further the social unrest caused by the disastrous losses of the last two months.

Mr Xiang Ban, vice director of Shanghai's water conservancy bureau, controlling the Yangtze River delta, said it was not a matter of rebuilding ruined dykes and dams but of implementing a flood control master plan.

A plan for the delta has existed since 1959 but no funds have been made available.

Nine dams along two rivers in the delta, including the Red Flag dam built in 1959 on the Shanghai boundary, were blown up this month to release water from the swollen Lake Taihu which threatened Shanghai and its 12.5m people. Some 20,000 farmers were temporarily affected as flood waters covered their land.

If the flood prevention master plan for the Taihu basin is put into effect along these two rivers alone, 10,000 farmers will lose their land permanently, at a cost put at ¥900m (\$33m).

Mr Ning said: "Houses, land and factories will have to go. If alternative land cannot be found for the farmers, they will have to be reassigned to industry." The same situation applied the length of the Yangtze. The farmers could expect no compensation.

He agreed with the criticism of Qian Zhenying, former water resources minister. She said people had relaxed their vigilance, failed to dredge rivers and planted crops where there should have been water conservancy projects.

The criticism is two-edged. First the government failed to produce an adequate flood control system under socialist collectivism. Then it allowed the collective to fragment when the communes were dismantled without making provision for vital infrastructure works.

Mr Ning said every inch of land had to be reclaimed and more serious flooding. Massive deforestation along the upper reaches of the Yangtze had also increased flood damage.

Beijing sees rare budget surplus

CHINA posted a rare budget surplus during the first half of 1991, but the country's finance minister warned that severe structural problems still dogged the economy, the official press reported yesterday, Reuters reports from Beijing.

Finance Minister Wang Bingqian said improved economic performance had created a budget surplus of 30m yuan (\$3.8m) during the first six months of this year.

China logged a budget deficit of 15bn yuan in 1990, and had planned for a deficit of 13.4bn yuan this year.

The figures are worse under the calculations of the International Monetary Fund, which unlike China does not include foreign and domestic debt as income. Excluding this, the deficit stood at 51bn yuan in 1990 and is projected to reach 48.6bn yuan this year.

Foreign economic analysts attributed Mr Wang's announcement of this year's unexpected surplus to state appropriations that were delayed to the second half of 1991.

Some say China's attempt this year to create a real market for state bonds may also have helped.

"It is a genuine improvement, but based on a very fragile rebound of the economy," one Western diplomat said. "The basic root problem has not been solved: the tax base is weak and companies are inefficient."

Mr Wang said a financial squeeze had "not eased to any degree" and said the situation remained serious.

Most economists say China's economic woes are tied directly to the government's determination to prop up flagging state industries at any cost.

WORLD TRADE NEWS

Nordic countries urge shipping liberalisation

By William DuBois in Geneva

THE NORDIC countries are about to call for the full liberalisation of international shipping in a proposal they hope will remove an important obstacle to agreement on services in the Uruguay Round trade talks.

Finland, Iceland, Norway and Sweden will recommend that, under a general agreement on trade in services, governments should undertake to eliminate over a period of time all restrictions on international maritime transport.

By implication, shipping companies would have to stop the cartel-like arrangements known as conferences, which today fix freight rates and coordinate services on practically all the world's shipping routes. The UN's liner code, which provides for cargo-sharing on the 40-40-20 principle between two countries, would also have to be reconsidered. Under the UN code, designed to boost developing countries' share in international shipping, 40 per cent of freight should be reserved for companies belonging to each country with 20 per cent for vessels from other nations.

Initially, the Nordic countries will suggest that countries should agree to introduce no new regulations constraining

shipping. This standstill would be followed by a commitment to roll back and phase out existing restrictions. A standstill to restraints on other maritime transport activities, such as port facilities and tug services, would be made available to all other Gatt members.

Shipping companies would have to abandon the cartel-like conference system

Mr Kjell Lillerud of Norway told Uruguay Round negotiators yesterday that the Nordic countries aimed to submit their proposal next week, ahead of formal talks on maritime transport in the middle of September.

Nordic countries have however yet to agree on how to phrase the part dealing with the vexed question of cabotage, the practice under which most nations restrict shipping within their waters to vessels carrying their own flags.

With the Nordic proposal is the hope that one of the blocks

imposed by the US on completion of an agreement liberalising trade in services can be removed. The US is refusing to extend the General Agreement on Tariffs and Trade's most-favoured-nation (MFN) rule to shipping services. Under this non-discriminatory principle trade benefits accorded to one country have to be made available to all other Gatt members.

The US position is paradoxical. The administration was committed to unfettered competition in international shipping, it had refused to sign the UN liner code. But it changed tack under pressure from its politically powerful maritime industry which insists on the administration retaining its right under the Navigation Act to take trade sanctions against countries deemed to impose unfair restrictions on US shipping companies.

US shippers argue that a big domestic legal stick can curb protection more effectively than any maritime undertaking likely to emerge from the Uruguay Round.

Equally problematic for the Nordic is that their proposal will arouse fierce opposition from developing countries which struggled for over a decade to bring the UN liner code into effect in 1983.

S Korea starts to open up maritime transport sector

SOUTH KOREA is gradually exposing its heavily-protected shipping industry to the discipline of free international market forces, Reuter reports from Seoul.

Overseas shipping lines were permitted to establish in-country branch offices and joint ventures in 1989. Discriminatory port fees and surcharges levied on foreign flag carriers were removed in March 1991. From August 1, the first steps towards deregulation of the inland container trucking market go into effect.

South Korean planners hope deregulation plans will mollify the nation's foreign trade partners who are stepping up pressure for reciprocal access to

the maritime market here.

It remains to be seen whether Seoul's decision to partially open the inland container trucking market will head off a US threat to impose a \$100,000 (\$59,000) levy on Korean ships calling at US ports.

South Korean shipping, heavily regulated since a 1983 government bail-out, has now become uncompetitive and is losing its share of shipping import and export cargoes in and out of the country.

"Enterprises must be cultivated so they will be able to stand on their own," former chairman of the Korea Maritime Institute, Song Hee-Yoon, wrote in Korea Trade and Business magazine before he

departed from the post.

Korea Shipowners' Association figures show the market share of South Korean-owned ships slipped to 36.3 per cent in 1990 from 45 per cent in 1985. Chartered-in tonnage raised the home country's share in 1990 closer to 64 per cent.

The government dealt with the bankruptcies and losses threatened by the global shipping recession of the early 1980s by compulsory pruning, merging and closing of lines, slashing the 79 carriers here to 34 between 1983 and 1986. Ships were parcelled out to survivors. Routes were strictly allocated and 17 lines were permitted to carry cargoes to and from Japan.

Sumitomo, IHI join forces on gas carriers

By Steven Butler in Tokyo

ISHIKAWAJIMA-Harima Heavy Industries (IHI) and Sumitomo Heavy Industries, the Japanese shipbuilding companies, are joining forces in an effort to capture what is expected to be a large number of orders for liquefied natural gas (LNG) carriers in the next few years.

IHI said yesterday it had signed a licensing agreement with Sumitomo which will allow Sumitomo to build IHI-designed LNG vessels.

The companies have also entered discussions aimed at establishing a broader range of co-operation. This could lead to the companies submitting joint tenders for ship orders. Alternatively Sumitomo may act as a sub-contractor for IHI.

The companies are preparing to submit bids for a gas project early next year for which 12 carriers will be required to transport LNG to Chubu Power in the company in Japan.

Each ship will have a capacity of 13,500 cubic metres and an expected value each of ¥150m (\$150m) each.

IHI said it lacked the capacity to bid for an order of this size and deliver the ships in the required period by itself. At the same time Sumitomo had been seeking to enter the LNG carrier field but lacked experience.

IHI has proprietary technology for a cube-shaped LNG tank, which the company says has a number of advantages over the traditional spherical shaped tanks normally deployed on LNG carriers.

IHI is already building two LNG carriers for Phillips 66 Natural Gas and Marathon Oil at a contract value of ¥450m. © Kobe Steel of Japan and the Aluminum Company of America (Alcoa) have agreed in principle to form a 50-50 joint venture company in Japan for research and development and eventual manufacture of aluminium products for the transportation industry, including vehicles.

The two companies formed a strategic alliance last year and early this year established a joint venture in Japan to produce and market aluminium can stock.

Philippines presses US on textiles pact

THE Philippines has asked the US for a new bilateral textile agreement to replace the current pact which expires in December, Mr Peter Garrucho, trade and industry secretary said, Reuter reports from Manila.

He said Manila would like to sit down with Washington next month to negotiate a new textile agreement despite uncertainty over the Multi-Fibre Arrangement (MFA).

The MFA, which governs the quota system between garment and textile importing countries and exporting countries, is due to expire at the end of this month and

it was unclear if it would be extended.

The Philippines and its partners in the Association of South-east Asian Nations (Asean) are pressing for the extension of the MFA for another 17 months.

The other Asean states are Brunei, Indonesia, Malaysia, Singapore and Thailand.

Mr Garrucho said initial talks with US officials indicated that Washington was inclined more towards extending the existing textile agreement for two years rather than forging a new one.

The present agreement provides for a 6 per cent annual quota increase but Manila

is aiming for a higher growth rate, officials said.

The Philippines exported \$1.2bn (£708m) of garments to the US last year out of total garment exports of \$1.6bn.

In the first six months of 1991, garment exports to the US dropped to \$344m from \$801m a year earlier, official statistics showed.

The slack performance was attributed to lower prices and reduced demand because of the US recession, industry sources said.

Total garment exports in the 1991 six-month period was \$342m against its year-ago level of \$945.8m.

Reverse side of the sanctions coin

Andrew Jack on western companies' reaction to the Iraq embargo

MR MICHAEL Briggs had little time to celebrate when he escaped from Iraq last August. Relief at his personal safety after the invasion of Kuwait was quickly replaced by concern for the effects of the UN embargo on his business.

One month later, Microwave Modules of Alstom near Liverpool called in the administrative receiver. The company had already begun work on the second phase of a £1m contract to supply telecommunications equipment to Baghdad. No payments have ever arrived.

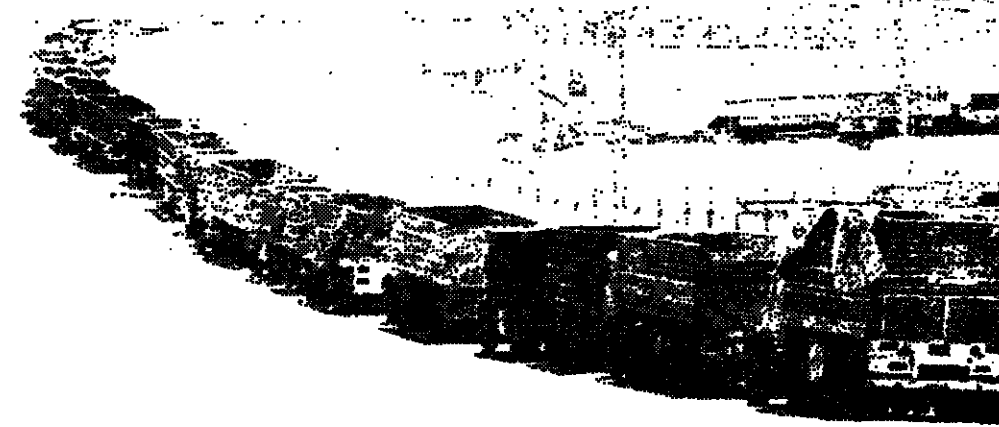
While world trade sanctions have been penalising Iraq's economy and its population for almost a year, many companies around the world continue to feel the effects on their own operations. Some may have illegally broken the embargo; many more are struggling to patch the holes in business it has caused.

"It is desperate at the moment," says Mr Rassa Al-Jannabi, the director of Partex, a small company near London which exported automotive spare parts exclusively to Iraq. "Sanctions have affected us more than the people over there."

"Whatever we made over the years in trade, we have lost ten times over," he says. Orders worth \$500,000 were dispatched last July.

Some arrived in Iraq, while others have been frozen in expensive storage sites. His business has had no income to help pay the bills.

Partex is one of a number of smaller companies which traded with Iraq but did not use the British government's Export Credit Guarantee Department (ECGD) or a similar scheme to underwrite their



Embargo queue: Jordanian trucks bear the weight of UN sanctions last August

contracts. Many relied simply on letters of credit issued by the London branch of the Iraqi Rafidain Bank.

All payments from the bank were cancelled when the freeze on Iraqi assets held abroad came into effect in August. The Bank of England petitioned the courts to wind up Rafidain in February, with the result that it is now in provisional liquidation. The High Court recently deferred any further action for a year.

Some executives wonder whether liquidation would jeopardise trade with Iraq once sanctions are lifted by destroying the traditional goodwill that existed between Baghdad and London - home of the only branch of the bank outside the Middle East.

For companies involved in trade with Iraq who did have some form of insurance, outstanding payments have still not always been settled. Elsewhere, the UK water contractor which had three contracts in Iraq worth \$30m, is still in discussions with the ECGD over

exactly what should be reimbursed. However, the company insists that the wrangling has been no more protracted than with any other claim.

Babcock Energy was more fortunate. The company had begun work on a £160m contract to supply six boilers for the Al-Anbar power station in Iraq. It had not shipped anything but had already received down payments which covered its costs.

Companies in other countries have been badly hit too. Demell, the Italian engineering group, had a DM750m (£263m) steel mill contract with Iraq. Shipments were frozen last August and have hit earnings despite export guarantees.

Mercedes Benz halted deliveries of commercial vehicles last August. Business had just begun to pick up after the end of the war between Iran and Iraq. However, growing demand in former East Germany has helped.

Most large businesses were not as reliant on Iraqi contracts as their smaller counter-

parts and have been less severely affected as a result. But many have struggled to readjust by creating new markets.

Babcock Energy made 80 staff redundant when sanctions were introduced, although it has since taken on new staff. "We were back on target within four months," says Lacey.

Companies which spent years building up links with Iraq are reluctant to abandon them. "It's silly that after the war sanctions are still operating on goods not related to military uses," says one sales manager.

In the last few weeks, he says, a number of Iraqi contacts have been travelling to Jordan and starting to rebuild their businesses. They have been in touch with him and are eager to start trading again.

At the same time, reports from Baghdad indicate that the capital's hotels are beginning to swell with foreign executives eager to pave the way for renewed trade.

AMERICAN NEWS

Poor outlook for exports, says US report

By Nancy Dunne in Washington

US manufacturers are expecting an unusually lethargic recovery, a slowdown in export growth in the short term and a pick-up in imports over the next year, according to the National Association of Manufacturers.

A report published yesterday by Mr Jerry Jasnowski, the NAM president, and based partly on a survey of top US companies, echoed the majority view among US economists - that the US recession ended in the last quarter. However, it offered little hope that US exports would lead the way to prosperity over the short term.

"The spectacular trade improvement witnessed during the recession was attributable mainly to the decline in domestic demand, although the low dollar was also a powerful contributing factor," Mr Jasnowski said. "With demand relatively lacklustre, it remains to be seen if the reduction in imports can be made permanent."

In the short term, he foresees a cyclical rise in imports of 7.4 per cent over the next four quarters. Exports will rise more slowly, by 6.3 per cent, because of the slowdown in Europe and the recent rise in the dollar.

The NAM expects continued caution by the Federal Reserve and a gradual tightening of monetary policy as the recovery gets under way. "There is some cause for concern that the current monetary targets may be too restrictive," Mr Jasnowski said.

Manufacturers see excessive debt levels as an important obstacle to sustained growth, along with weak global growth, high interest rates and lack of available credit. Big US industrial sectors - construction and the motor sector - have been over-active in relation to demand.

Although merchandise imports have fallen, US industrial exports have continued to rise. Foreign sales, says the NAM, offer the best hope for the US economy in the long term, and it is urging the Bush administration to make exports a national priority. The Uruguay Round of trade liberalisation talks must be completed and US trade partners pressed to open their markets further.

Most manufacturers reject the possibility of a "double dip" recession, predicted by some economists, during which the economy would move into a second recession this year.

Paper war to be fought before Noriega is tried

The general says classified US government documents are crucial to his case, writes Henry Hamman

ONLY six weeks before his trial on narcotics trafficking charges, lawyers for former Panamanian ruler General Manuel Antonio Noriega and government prosecutors still have not agreed on the scope of evidence that will be admitted in the trial.

At issue are classified US government documents which the defence says cover such issues as the general's relations with President George Bush while Mr Bush was director of the Central Intelligence Agency in the 1970s and vice president in the Reagan administration, as well as Gen Noriega's role in supplying the Contra rebels with weapons to fight the Sandinista government of Nicaragua.

The defence has also sought to bring evidence that Gen Noriega was involved in supplying Exocet missiles to Argentina during the Falklands war at the behest of US agencies.

Federal District Judge William Hoever, who will try the case, is now listening to arguments from the defence and prosecution over which documents should be admitted into evidence.

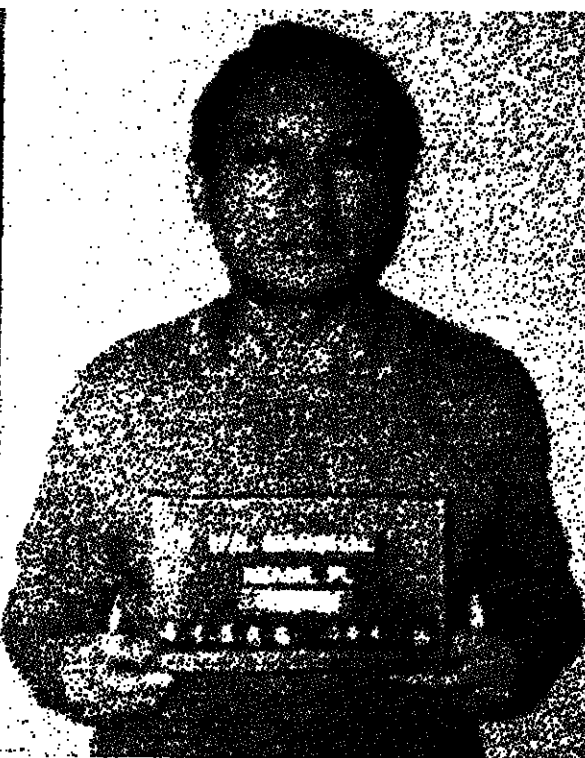
Since the documents are all classified, the hearing on their release is being held behind closed doors. The decision Judge Hoever gives on the scope of classified documents to be admitted as evidence will have a crucial bearing on both the defence strategy in the trial and, perhaps, the government's willingness to go forward with the case.

In some other cases the government has chosen to abandon prosecutions rather than allow classified documents to be introduced. Lawyers refer to a strategy that exploits government concerns about secrecy as "grey mail."

While the current hearing on the documents question is being held in camera, a declassified transcript of an earlier closed hearing on the same



Manuel Noriega in good times (left) and after surrendering to US authorities in January 1990.



subject makes clear that the defence has cast widely its request for classified information. For its part, the government is seeking strict limits on the evidence which can be admitted.

One question which both sides acknowledge will be crucial is whether it can be shown that Gen Noriega undertook actions which might have violated US law following some sort of authorisation from US officials.

Both the defence and the govern-

ment agree that Gen Noriega did co-operate with US intelligence agencies for a long time. And both sides agree that the US paid him for his co-operation, though they argue about how much.

The prosecution, however, argues that no matter what the general's relationship with agencies of the government, the case against him should be confined to charges that he was actively involved in drug shipments to the US and in supporting the activ-

ties of the Medellín drugs cartel.

In one filing, the prosecutors said they planned to offer evidence that in addition to the four shipments of cocaine for which the indictment alleges Gen Noriega arranged shipment, he also arranged transit for "10 to 15 additional multi-hundred kilogram loads."

The prosecution also says it will show that Gen Noriega arranged for the importation of a Ferrari sports car for a member of the cartel and pro-

vided Panamanian passports for cartel leaders.

The government has announced, too, that it will produce a witness who will say he spotted cocaine with Gen Noriega and that Gen Noriega offered to arrange deliveries of cocaine to the US at a price of \$35,000 (\$20,800) a kilo.

The defence will seek to show that any violations of US law which could be charged to Gen Noriega were committed only under authorisation from his intelligence agency contacts.

In the current hearing, defence attorneys say they are seeking documents covering approximately 24 different areas of that relationship. Gen Noriega's lead attorney, Mr Frank Rubino, says the decision Judge Hoever makes on the admissibility of documents will be crucial.

Mr Rubino says Gen Noriega had been in the courtroom throughout the hearing and had been actively assisting the defence team. The general is "not pleased" by the legal proceedings. But, adds Mr Rubino, "what he may have some disappointment in is if certain documents he believes are necessary to tell his side of the story are excluded. Then he's going to be very upset, and I don't blame him."

Mr Rubino also says the prosecution team has objected to the admission of almost every document the defence is seeking. He says: "The only document I think the government would ever allow into evidence would be a confession from the general."

Mr Rubino has repeatedly denied rumours that Gen Noriega has been considering a plea bargain with the government.

Despite the short time before the trial opens on September 3, Mr Rubino expects that once the issue of the documents is settled, he will be ready for trial. The hearing is expected to last from two to four months.

Optimism rising over Guatemala peace talks

PEACE talks between left-wing guerrillas and the Guatemalan government have advanced well and a pact on strengthening democratic processes is expected soon, according to participants in the talks, Reuter reports from Quetzaltenango, Mexico.

"We hope that there will be a joint declaration on this theme and they will move on to analyse the question of human rights," Bishop Rodolfo Quezada, moderator of the talks and president of the Guatemalan National Reconciliation Council, told reporters on Wednesday in Quetzaltenango, site of the talks.

"Conditions are becoming

right to sign an agreement on democratisation," added guerrilla leader Mr Rolando Roman, who is a delegate at the talks.

The strengthening of democratic processes in Guatemala is the first item on the agenda at the talks, which seek to end three decades of conflict that have claimed more than 100,000 lives.

Economic and social redistribution and improvements to the judicial system are also on the agenda.

"The talks are the third round this year between the guerrillas and the government of President Jorge Serrano, which came to power in January.

Police hunt for Menem's sister-in-law

ARGENTINE police are searching for President Carlos Menem's sister-in-law and former aide after she vanished yesterday, hours after being indicted on drug money laundering charges, writes John Barham in Buenos Aires.

Mrs Amalia Yoma, two relatives, a maid and a lapdog fled her Buenos Aires apartment early yesterday morning, shortly after a judge charged her with smuggling drug money from the US. A witness last week said he saw her counting money she allegedly smuggled into Argentina.

In March, a Spanish investigating judge accused Mrs

Yoma, her former husband Mr Ibrahim al Ibrahim and Mr Mario Caserta, a former government official, of belonging to an international money-laundering ring. Both men are free on bail, while Mrs Yoma, who resigned on Tuesday as Mr Menem's appointments secretary, had until now avoided formal charges.

Mrs Yoma's indictment and subsequent flight have added a new twist to a growing corruption scandal that threatens Mr Menem's political standing. Although Mr Menem is separated from his wife, Zulema, he has shown remarkable loyalty to her family.

He suspended Mrs Yoma in March, but accepted her resignation only this week. In January, Mr Menem was forced to dismiss his brother, Mr Emir Yoma, as a presidential aide, after he was implicated in corruption scandal. Earlier, Mr Menem had named Mr Ibrahim customs chief at Buenos Aires airport, where he allegedly participated in money-laundering operations.

After claiming in March that the Spanish investigation was politically motivated, Mr Menem has now sought to distance himself from the scandal and prevent it being used against the government in this

autumn's crucial gubernatorial and congressional elections.

His government has been dogged by numerous corruption scandals and his judgment in appointing ministers and aides is widely questioned.

Argentina's foreign ministry has rejected a statement by Mr Tristan Garel-Jones, UK foreign office minister, who said London had no plans to negotiate sovereignty over the Falkland Islands. A foreign ministry note said Argentina is "convinced that negotiations will inexorably occur and produce a lasting solution to the anachronistic colonial situation."

Polyester thread to beat greenback counterfeiters

THE US government yesterday unveiled changes to the currency in an effort to thwart the use of advanced copying equipment to make counterfeit bills, Reuter reports from Washington.

Mr Nicholas Brady, treasury secretary, and Mr Alan Greenspan, chairman of the Federal Reserve, said two security features would be introduced into \$100 bills this year to foil forgers who are using new copying technologies to make phoney money.

The new bill will feature a polyester security thread

embedded in the paper on the left side of the portrait of Benjamin Franklin. Printed on the polyester thread are the Federal Reserve seal, the word "USA" and the denomination.

The thread will be visible only when the bill is held up to the light, and cannot be duplicated by copying machines.

Mr Brady said new advanced copying technologies were not yet widely available and only \$2m of \$100m (\$27.6m) in counterfeit money seized last year was made by advanced copying equipment.

Textiles pack

ions coin
the Iraq embargo

Nations last August

a is tried
Henry Hamman

hread to beat
counterfeiter



WHY WALES IS NOW ON THE CARDS FOR SO MANY BUSINESSES.

In the last two decades more and more major IT companies have discovered that Wales is a good move for business.

It's advantageous in so many ways—not just because of a hard-working, productive and skilled workforce, or the University of Wales' superb R & D expertise.

Not to mention the wealth of property available at such reasonable rates, or even the excellent communications with the rest of the UK and Europe.

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THE BCCI SHUTDOWN

CIA mounts inquiry into its links with bank

By Alan Friedman in New York

THE Central Intelligence Agency (CIA), besieged by reports that it made use of the Bank of Credit and Commerce International (BCCI) to channel payments to individuals involved in covert operations, said yesterday it was conducting an internal review of the matter.

Mr Mark Mansfield, a CIA official, said the inspector-general of the agency was reviewing records with a "look to prevent" a comprehensive report for Congressional oversight committees.

Previously the agency has limited itself to denying any

allegations of its "unlawful use" of BCCI.

Mr Mansfield, who emphasised that the internal probe was not an unusual step, said: "Obviously there is a great deal of interest. We are reviewing any past contact the CIA may have had with BCCI. It is our practice to look into allegations of wrongdoing."

The CIA declined to comment on a report in yesterday's *Financial Times* in which Mr Sartaj Asia, Pakistan's finance minister, conceded that BCCI's branches in Pakistan might have been used to channel covert CIA assistance to the

Afghan resistance as well as to manage a multi-million-dollar "slush fund" used to reward rebel leaders and Pakistani military officers co-ordinating the guerrilla movement.

Mr Asia yesterday said he was not correctly quoted in accompanying remarks to the *Financial Times* that BCCI might have helped launder drug money in Pakistan.

He said that in his conversation he was referring to drug money laundering worldwide "not laundering of such money by banks in Pakistan".

The mere use of BCCI by the CIA may not have been illegal,

but some allegations have suggested involvement by US intelligence in activities that would have gone beyond the agency's charter.

Among the allegations being investigated by the CIA's inspector-general is a report in this week's issue of *Time* magazine that CIA agents collaborated with a Karachi-based "black network" run by BCCI. It is said to have engaged in extortion, bribery and covert operations. The CIA has dismissed the *Time* report as "absurd".

A separate issue being examined by the CIA internal

review is the degree of knowledge that Mr Robert Gates had of BCCI's activities in 1988. At the time, Mr Gates was deputy director of the agency. He is now the Bush Administration's nominee for CIA director.

Mr William von Raab, the former US Commissioner of Customs, last week told the *Financial Times* and ABC News/Nightline that Mr Gates appeared to have been "less than candid" about the bank's relationship with the CIA, shortly before the October 1988 indictments of 84 individuals connected to the laundering of drug money by a subsidiary of

BCCI in Tampa, Florida.

Mr von Raab said Mr Gates provided him with a memo on the subject but said he subsequently discovered - from UK Customs agents - that the CIA used BCCI to make payments related to clandestine operations around the world.

Senator John Kerry, a Democrat from Massachusetts who has been investigating the BCCI affair, said he was initially informed by the CIA that the memo to Mr von Raab did not exist. The CIA now says it is preparing a response for Mr Kerry.

CRITICISM OF CLOSURE'S PROVISIONS

Exporters call for urgent help

By David Barchard

THE BANK of England was criticised yesterday by the Institute of Export for failing to make plans to deal with letters of credit when it closed BCCI on July 5.

Mr Derek Langham, director-general of the institute, a private body representing exporters, said yesterday that urgent action was needed over £20m of exports being financed by BCCI.

"The liquidator has mentioned a figure of £340m in letters of credit with bills of lading against them but this is probably only the figure for one day," Mr Langham said. "There is a much larger volume of letters of credit which had been designed for particular markets and had been issued, but whose goods were not yet shipped."

Mr Langham and the institute will meet Touche Ross, the provisional liquidator appointed by the court, today to see what steps can be taken to help exporters.

"I know of letters of credit where there are five interested parties, which is very unusual," Mr Langham said. "The BCCI collapse has affected exporters worldwide."

LAW SOCIETY

Move to co-ordinate rival action groups

By Richard Waters

AN ATTEMPT to bring together the rival depositors' action groups that have sprung up after the collapse of BCCI is to be made this afternoon by the Law Society.

The society, the professional body for UK solicitors, has called a meeting for lawyers from around the UK who are acting for depositors of BCCI.

So far, 29 law firms have told the society they are acting for BCCI clients. Of those, the most vociferous have been Richards Butler, a London firm, and Alexander Tatham of Manchester.

Richards Butler, which in

and cargoes are stranded until formalities are completed.

Several of BCCI's competitors are trying to fill the gap created by its collapse. Mr Swarup Chowdhry, a manager at Midland Bank, said he was handling many cases of exporters who had letters of credit with BCCI. "We are trying to get clarification from the liquidator on a case-by-case basis to see if documents are with them," he said.

Mr Richard Spalholz, marketing manager for group trade finance at Standard Chartered Bank, said there was a series of possible scenarios for handling letters of credit after the BCCI collapse, depending on how far each order had proceeded.

If an exporter had not yet shipped his cargo, then it might be possible to replace the BCCI letter of credit with another one, but there might also be cases in which goods had been shipped and payment had been made by an exporter, in which the exporter's bank would now not get payment from BCCI and so would expect the customer to repay it. He said clarification was urgently needed.

Talks continue on compensation

By Richard Waters

THE BANK of England and representatives of Abu Dhabi spent much of yesterday discussing possible compensation arrangements for BCCI's depositors, in spite of a report from the Gulf that the ruler of Abu Dhabi had already decided to put no more money into the bank.

A Gulf banker told Reuters that Sheikh Zayed bin Sultan al-Nahyan, the ruler of Abu Dhabi, had said that he would not waste "a single dirham more" on BCCI, which he now considered to be a "lost cause".

The family of the Sheikh and the state of Abu Dhabi own 77.4 per cent of the bank's Luxembourg-based parent BCCI Holdings SA. They are angry over what they see as hasty action by banking regulators in the West to freeze BCCI assets and close its operations, the Gulf banker said yesterday.

However, the continuation yesterday of talks in London between the bank and the Sheikh's lawyers, Simmons & Simmons, suggested that Abu Dhabi had not yet ruled out putting up more money for BCCI.

The High Court in London earlier this week gave the Sheikh until next Tuesday to find a way of protecting the interests of BCCI's smaller depositors. Otherwise the court may grant a winding-up order against the bank, as the Bank

of England has requested.

Sources close to the Sheikh said of his reported decision not to provide any further support: "We do not believe any such decision." Bankers in the region now believe Abu Dhabi will use BCCI's 40 per cent-owned subsidiary Bank of Credit and Commerce (Emirates), to be renamed Emirates Union Bank, to rescue local depositors.

Protecting the UAE market would not be only a face-saving exercise. Bankers said the local economy was already beginning to suffer as traders and companies with their assets frozen in BCCI could not keep up payments.

The effects are beginning to spread throughout the whole UAE economy, where BCCI had a large part of the market. A Western bank manager in the UAE said Sheikh Zayed may bail out BCCI depositors in his own country as BCCI's dirham business to UAE borrowers could be separated from the bank's troubled international affairs.

Speaking to MP's earlier this week, Mr Robin Leigh-Pemberton, governor of the Bank of England, said he believed that it would not be possible for Sheikh Zayed to compensate BCCI depositors in one country without also compensating those in the UK. This would constitute an illegal preference



Sheikh Zayed: "has not ruled out further support"

under insolvency law.

Insolvency experts said yesterday, though, that there would be no legal restrictions preventing the Sheikh from paying off depositors in one part of the group while leaving the others unprotected.

That leaves the way open for a recapitalisation of the

BCCI operations in the Gulf, while leaving those in the UK and elsewhere to be liquidated.

Mr Leigh-Pemberton, appearing before Treasury and Civil Service Select Committee, said he thought it unlikely any attempt would be made to refloat the UK business.

PARLIAMENT

Labour steps up attack on Major

By Alison Smith

LABOUR yesterday stepped up efforts to put Mr John Major, the prime minister, in the dock for failing to act promptly over irregularities at BCCI. In an effort to ensure that the setting up of the independent inquiry does not let the government off the hook.

Mr John Smith, the shadow chancellor, detailed a series of questions aimed at exposing ministerial negligence from the beginning of 1990, when there were reports of employees in the US laundering drug money, until the Bank of England closed BCCI early this month.

Allegations on Tuesday from Mr Neil Kinnock, the Labour leader, that Mr Major did not take seriously enough his responsibilities as chancellor for supervising BCCI led to the most bitter parliamentary confrontation yet between the two party leaders.

Mr Smith said that it would not do for ministers to say that supervision of BCCI was exclusively a matter for the Bank, as they were responsible to parliament for regulatory authorities related to their departments.

"The question is not when the government first knew of the massive fraud. It is what they knew about other activities by BCCI which should have been the cause of grave concern," he said.

It was difficult, Mr Smith said, to understand why Mr Major had not sought further information about the serious irregularities that Mr Robin Leigh-Pemberton, the governor of the Bank, had discussed with him.

He expressed concern that MPs were dispersing for the summer with only "unsatisfactory" response from ministers about what must be regarded as a major failure in the system of regulation.

Separately, Mr John Maples, the economic secretary, made clear that a Bank of England official had warned local authority association representatives that only limited reliance could be placed on the list of authorised deposit-holders produced by the Department of the Environment.

Some councils that lost money when BCCI was closed have threatened legal action against the government, because BCCI continued to appear on the list even while it was being investigated by Price Waterhouse.

Mr Maples said that at a meeting in May the Bank official had specifically advised that the list "did not say anything about the relative creditworthiness of the institutions or that they could not fail. That was an assessment the local authorities... had to make."

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ACT 1982

Notice of Approval of Transfer of Business

CRUSADER
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Department of Trade and Industry
LONDON 26th July 1991

IN THE HIGH COURT OF JUSTICE

CHANCERY DIVISION

JUSTICE MERVYN DAVIES

IN THE MATTER OF: UNITED FRIENDLY INSURANCE plc

- and -

IN THE MATTER OF: THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice, Chancery Division dated 24th day of June 1991 confirming the Reduction of Capital of the above-named Company from £11,000,000 to £2,500,000.00 and the Minute approved by the Court shewing with respect to the Share Capital of the Company as altered, the several particulars required by the above Act were registered by the Registrar of Companies on the 4th day of July 1991.

DATED the 24th day of July 1991
Slaughter and May,
25, Abchurch Lane,
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Solicitors for the said Company

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LEGAL NOTICES

No. 008389 of 1991

IN THE HIGH COURT OF JUSTICE

CHANCERY DIVISION

ASSOCIATED FARMERS P.L.C.

- and -

IN THE MATTER OF: THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice, Chancery Division dated 24th day of June 1991 confirming the reduction of the Share Capital of the above-named Company from £11,000,000 to £2,500,000.00 and the Minute approved by the Court shewing with respect to the Share Capital of the Company as altered, the several particulars required by the Registrar of Companies on 10th July 1991.

Dated the 24th day of July 1991
Mills & Reeve,
37, Redwall Street,
Norwich, NR2 4TL
Solicitors for the Company

IN THE HIGH COURT OF JUSTICE

CHANCERY DIVISION

No. 008557 of 1991

IN THE MATTER OF: TECHNOLOGY HOLDINGS LIMITED

- and -

IN THE MATTER OF: THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice, Chancery Division dated 24th day of June 1991 confirming the reduction of the Share Capital of the above-named Company from £11,000,000 to £2,500,000.00 and the Minute approved by the Court shewing with respect to the Share Capital of the Company as altered, the several particulars required by the Registrar of Companies on 10th July 1991.

DATED the 24th day of July 1991
Norton Rose,
Kingsway House,
P.O. Box 90,
Canonsquare Street,
London EC2A 7AN
Ref. AUF91000022
As agents for Addleshaw Sons
of 10, Abchurch Lane,
London EC4A 3DF,
Solicitors for the Company

Harder landing for travel trade

By Andrew Hill in Brussels

THE European Commission is refusing to release £100m intended for depressed UK coal-mining regions because it is still not satisfied about the transparency of the British system for allocating EC regional aid.

Mr Bruce Millan, commissioner for regional policy, yesterday announced £24.57m of regional aid to other member states under a variety of different programmes, but the UK package, which has been awaiting signature since January, is likely to be held up until September.

"I'm not satisfied that the arrangements in the UK ensure that the funds have the impact in the areas in which they are intended. The way in which the funds and the capital allocations to local author-

European Commission blocks aid to mining areas

By Andrew Hill in Brussels

ties are distributed doesn't give me that guarantee at the moment," said the commissioner yesterday, although he added that negotiations with the British government were continuing.

The UK, which should be the biggest beneficiary of the £24.57m regional aid programme, says the delay is caused simply by the complexities of the local government funding procedures, and the difficulty of matching those procedures to the system of allocating EC structural funds - the four-year £600.3m regional aid programme which began in 1989.

Later, Mr Millan said it was expected that money would be used in areas for which it was intended and not distributed elsewhere. "If I am putting money into coal-mining, I do not want it to finish up in central London."

Mr Millan said he would press for further funds to be allocated to regional aid after 1993, either through an increase in the structural funds themselves or through the introduction of new funding instruments. These could be tied to environmental projects, urban development or health and education, he suggested.

Despite holding up the regional aid, the commissioner was able to announce an £876m package of aid for a programme submitted jointly by the British government and the Irish Republic and aimed at encouraging cross-border co-operation between the two countries.

Luxembourg asked to rule on sex equality in pensions case

By Raymond Hughes, Law Courts Correspondent

THE European Court of Justice in Luxembourg is to be asked to say what effect a ruling it made on sex equality in pension benefits has on the 3,400 men and women members of pension funds in Coleridge, which collapsed in June last year.

In a move which has the backing of the UK government, a High Court judge yesterday referred to Luxembourg questions formulated by lawyers for the Coleridge pension trustees and for representatives of members of the pension funds with conflicting interests.

Sir Nicholas Browne-Wilkinson, the vice-chancellor - the senior Chancery judge - also agreed to take the unusual step of writing to the President of the European Court to ask that the Coleridge case be heard in conjunction with cases raising similar issues referred to Luxembourg from the Netherlands and Germany.

Sir Nicholas will also urge that the case be expedited, in the hope that a ruling might be given in about a year, rather than the two years that usually elapse before a decision is reached in the European Court on such a reference.

The Coleridge problems arise because of the European judges' ruling in the Barber case in May 1990 that pension counted as pay and that different pension qualifying ages for men and women would offend Article 119 of the Rome Treaty.

Difficulties have arisen principally over the degree of retroactivity that should be applied to benefits accrued before the Barber judgment. The Coleridge trustees cannot wind-up the pension schemes until they know how that ruling affects them.

Mr Patrick Howell QC, for the trustees, told Sir Nicholas there were about 3,400 men and women in the various company schemes, which had total assets of about £51m.

The largest scheme had assets of over £26m and might still have a small surplus after allowing for the payment of extra benefits that would be required if the equality provisions had to be applied.

However, the smallest scheme already had a deficiency of about £1m. The trustees are concerned that the Barber case would further deplete at least some of the existing benefits under the scheme.

Mr Howell said a number of uncertainties existed over the application of Article 119 to UK occupational pension schemes, particularly where they were established in trust, and particularly in the light of the Barber judgment. The Barber case concerned a non-contributory scheme, whereas the Coleridge scheme was contributory, he said. One of the questions for Luxembourg concerned the position where the person required to provide funds to bring about equal treatment was not an employer but another beneficiary whose benefit might be reduced, he said.

change and prevent the cycle of deprivation becoming irreversible.

Mr Banham said it would be foolish to pretend that the general reputation of business had not been seriously damaged in recent months. "We can all think of headlines - about top management pay, high interest rates affecting smaller firms, late payment of bills, unemployment - which we would rather not have seen."

The Prince of Wales, president of BIC, told the conference it was becoming increasingly recognised that if companies wanted to add value to their businesses, they had to add values as well. During the 1980s, every business in Britain has to be persuaded to follow the pioneering lead of those active in community programmes.

New research, said the Prince, showed that the environment and education were the community themes on which European business leaders wanted to concentrate their energies, while employee welfare and health issues were also considered to be of growing significance.

chairman of the British Overseas Trade Board, said. The report showed exports to EC countries rising by 16 per cent, with the EC accounting for over half.

WDA to raise urban funds

The Welsh Development Agency is to step up its urban development programme to a record £12m this year. Three towns will take a third of the investment.

House loans top £4bn

Britain's nine leading banking groups lent more than £4.1bn in housing loans in the second quarter of this year, the British Bankers' Association reported. Mortgages for house purchase accounted for £3.87bn of this.

Power group finds partner

Yorkshire Electricity has found a new partner for its 240MW gas-fired power station project on South Humberdale. The new equity partner will be the Finnish power company, I.V.O. Energy, which has also been awarded the operations and maintenance contract.

By Alan Pike, Social Affairs Correspondent

A DRIVE to make the 1990s a decade of much greater community involvement by British companies was launched with the support of the Prince of Wales and the prime minister yesterday.

Business in the Community, which promotes industry-community partnerships, unveiled Directions for the Nineties, a strategy to encourage far more companies, including small and medium-sized ones, to take part in social activities.

At the heart of the strategy will be an attempt to convince business leaders that community involvement makes intelligent business sense - by building "intangible" assets like staff development, local markets and corporate reputation - as well as benefiting the wider community.

It also calls for closer partnerships between business, government, local authorities, trade unions and other bodies with an interest in community regeneration.

Mr John Major, speaking at BIC's annual conference in London, gave enthusiastic support to the concept of industry-community partnership. He said it would contribute to maximising the economic opportunities of the decade.

Earlier Mr John Banham, director-general of the Confederation of British Industry, said that he believed the problems of Britain's inner cities still constituted the "great potential domestic challenge" to society.

Only an effective business-led partnership, involving central and local government, could provide the impetus for

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British exporters performed well last year despite the recession and the Gulf war, with exports to the EC soaring, Sir Derek Eborby,



UK fishing industry is already suffering from a combination of excess fishing capacity and a reduction in fish stocks

EC turns the tide in favour of the wandering fishermen of Galicia

Peter Bruce in Madrid, on what EC ruling means for Spain's fleet

THE PIPE bands in some of Galicia's coastal towns would be enough to bring tears to any Celtic eyes. English ones too. And the Galician fishermen who yesterday won their case against Britain's Merchant Shipping Act know about tears.

Times are hard in north-east Spain too. Yesterday's victory, in which the EC ruled that British law could not impose ownership restrictions on vessels in British waters, will come as a huge relief to the Spanish fishing community, most of them Galicians, because they are running out of fishing grounds a great deal faster than they are running out of fishermen.

Last year the Galicians were forced out of Namibia. Fleets from Southern Spain constantly brush up against the Moroccan authority. The fight

by Galician and other northern Spanish trawlers to fish British waters and stay there, and register their ships there, is not a cynical entrepreneurial trick - it is desperate.

Spain's 17,000-strong fishing fleet is the biggest in the European Community. The government, anxious not to upset

loyal Andalusian voters in the south and keen to hold the peasant vote in the north, has done little to encourage rationalisation of the fleet, although Madrid claims tonnage has been cut 11 per cent under the

eight year old Common Fisheries policy. Some analysts believe up to 30 per cent of Spain's fishermen are illiterate and would have nowhere to go if they were to lose their jobs.

Principally, the British and Irish waters are being fished for hake, which fetches about three times the price in Spain than it would in the UK, making the costs of catching far from Spain worthwhile. Hake (merluza in Castilian) is regarded as something of a delicacy and forms the basis of a string of modern Basque dishes that are Spanish favourites.

The Spanish have also long believed that their agreement to allow the marketing of a thing called British Sherry has never been fully compensated for and will have few sleepless nights about putting a few British noses out of joint over fishing rights.

Merchant Shipping Act sought to bar the Spanish ships two years ago, their numbers registered in Britain had risen to more than 100. About 80 Galician firms were involved.

Principally, the British and Irish waters are being fished for hake, which fetches about three times the price in Spain than it would in the UK, making the costs of catching far from Spain worthwhile. Hake (merluza in Castilian) is regarded as something of a delicacy and forms the basis of a string of modern Basque dishes that are Spanish favourites.

The Spanish have also long believed that their agreement to allow the marketing of a thing called British Sherry has never been fully compensated for and will have few sleepless nights about putting a few British noses out of joint over fishing rights.

British fleets fear long term decline rather than a second Spanish armada

James Buxton, in Scotland, on a spirit of resignation in the UK fleet

THE British fishing industry received news of the European Court ruling with resignation but without surprise or even undue alarm.

"The immediate effects will not be all that bad," said Mr Richard Banks, chief executive of the National Federation of Fishermen's Organisations. "The worry is in the longer term, and it comes on top of a lot of other problems in the industry." The judgment had been widely expected, he said.

Mr Banks acknowledged that if the provisions of the 1988 Merchant Shipping Act had been intended to keep Spanish boats out of British waters, these had been largely negated because Spanish fishermen were now operating through British brass-plate companies under a kind of flag of convenience arrangement, which involved some British ownership of the boats and some British crew on board.

"I don't think there'll be a great armada of Spanish boats coming to take advantage of the ruling," he said, "but there will be a trickle." Dutch boats fishing for sole in the North Sea might exploit the ruling too, he said.

The Spanish boats fish for hake (known in Spain as merluza), monkfish and megrim in the waters off south-west England, operating from ports such as Newlyn and Falmouth in Cornwall, and ports in South Wales. They obtain access to British quotas for these fish through their British registration and may be taking 50 or 60 per cent of the British quotas for these species.

The boats are supposed to land half their catches in the UK and be controlled from the UK, but some industry observers believe that the Ministry of Agriculture, Fisheries and Food could try harder to enforce these rules, which the European Court said yesterday were legitimate.

However a British fishing company in Falmouth said yesterday that many of the fish landed there by British-registered Spanish boats were immediately by road to Spain without being processed in England. "The fish-processing industry isn't getting the benefit anyway," he said.

Observers think Britain, in responding to the judgement, could tighten up the rules governing fishing boats operating in British waters to try to ensure that Britain gets a greater part of the value added from the offshore catch.

By lifting a further barrier to the entry of foreign boats into British waters the EC authorities are putting yet more pressure on the British fishing industry which is suffering from a combination of excess fishing capacity and, for demersal fish (such as haddock and cod), reduced stocks.

In the first five months of this year landings of cod in Scotland (where about two-thirds of the British fishing industry operates) were down by six per cent on last year, but their value rose by four per cent. Haddock landings were down by 23 per cent but their value fell only by 15 per cent. Last year haddock prices rose 47 per cent and cod 22 per cent. However lower fish volumes

are having a serious effect on the fish processing industry, already struggling in some cases to bring its hygiene standards into line with EC regulations to come into force after 1992.

In 1990 Scottish fishermen faced big cuts in their quotas and had to agree to fish for haddock for only 82 days of the year. This year EC fisheries ministers agreed on only marginally reduced haddock quotas but ruled that boats must tie up for eight days at a time in every month.

The compulsory tie-up is highly unpopular with fishermen who argue that it forces them to go to sea in dangerous conditions. They argue for a government-funded de-commissioning scheme to take older boats out of service but this is opposed by the government which believes it would be both ineffective and wasteful. It wants the industry to produce its own de-commissioning scheme which would involve some private sector funding and a conservation plan.

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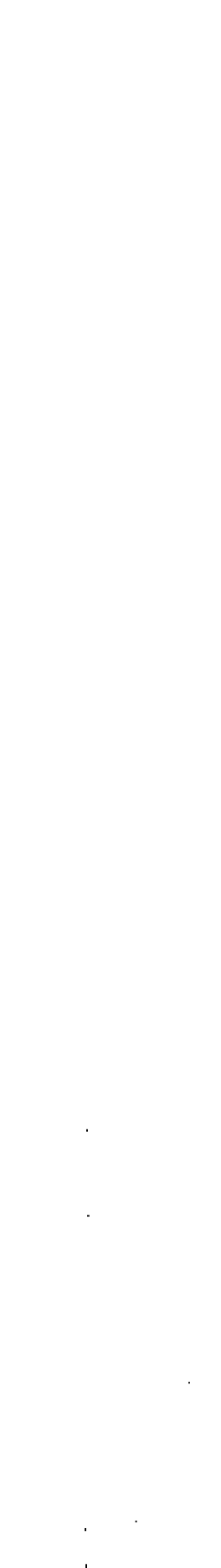
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MR Marmaduke Hussey, the BBC chairman, pictured above, has called for more people to be brought into the corporation from outside to fill senior positions.

In the BBC annual report and accounts Mr Hussey says: "Any organisation with a built-in culture like the BBC needs the fresh and challenging impetus of outsiders to question existing attitudes, premises and procedures. We need more."

The need for new thinking is echoed by Mr Michael Checkland, director-general, who calls on the internal teams preparing proposals for the renewal of the BBC's charter in 1996 to produce "fresh ideas" and radical thinking for a "redefinition of the BBC's function".

Another objective is to cut costs. Mr Hussey says he suspects that "in the past the BBC has spent too freely on capital investment, especially bricks and mortar".

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TECHNOLOGY

The picture on the front page of a German tabloid a few days ago said it all. A driver breaking the speed limit had been caught on film, his face and car number plate clearly visible - along with a defiant gesture.

Drivers throughout Europe are facing an increasing array of traffic detection equipment which is being installed to help the police identify cars and to allow private companies to monitor road usage. The introduction of the technology, however, could raise serious concerns about civil liberties.

The British government's new Road Traffic Act endorses the use of automatic cameras to photograph drivers exceeding the speed limit.

At present, "speedometers", such as radar guns, require the presence of an operator. But the latest equipment automatically records a picture of the car, showing driver and number plate, while imprinting the date, time and velocity on the edge of each frame.

These automated cameras usually use radar to measure speed, although some use lasers, infra-red rays or sensors in the road. (The speed of the vehicle is calculated from the time it takes to pass over two sensors in the road.)

At present, the equipment is only used experimentally in a few test sites in the UK, such as at Twickenham, in the London suburbs. But it is widely used in a number of countries including Switzerland, Austria, the Netherlands, Israel and Australia.

Although this technology is only just being introduced, there is at least one automatic detection device already in use in the UK, which identifies drivers skipping red lights. Some 120 of these "red light cameras", which cannot register the speed of a car, and so cannot be used to check speeding drivers, have been installed on top of traffic lights around Britain. If while the light is red a car passes over an inductive loop in the road just after the stop line, and then another loop one metre further forward, a camera snaps a photograph of the rear of the vehicle as it is driven away.

In congested areas such as around the Severn Bridge, conventional cameras overlooking the road have long been used to control traffic flows. The pictures are connected directly to police control rooms where they are monitored.

But far more powerful, and potentially more worrying, is equipment which can digitally "read" car number plates as

Andrew Jack examines traffic detection equipment and how it may impinge on civil liberties

Lights, camera, action

the car passes the camera. Computer Recognition Systems, based in Wokingham, has produced versions of its number plate recognition system (NRS) for more than a decade, although business has grown rapidly in the last few months.

NRS uses digital image processing to convert the pictures from a television camera into 250,000 "pixels", or picture elements. It compares them with known patterns to identify the digits and characters on a number plate. Accuracy is now at least 70 per cent, although in some trials up to 95 per cent of number plates have been read correctly, the company claims.

Bill Adaway, managing director, is cautious about revealing clients or even the number of units sold, but says the equipment is used in at least six countries.

The first system was installed experimentally in 1980 in the Dartford Tunnel to help police search for stolen cars. Others have been used for traffic surveys in conjunction with the Transport and Road Research Laboratory and the Department of Transport. Potential applications of the equipment include identifying smugglers' cars at border crossings and recognising public service vehicles to enable them free access to congested areas. Vehicle identification can also be used by companies to ensure that only authorised vehicles enter their premises.

From the end of this year, the public will be exposed to a different form of electronic surveillance at the Dartford River Crossing. Electronic tags with individual numbers will be attached to the vehicles which

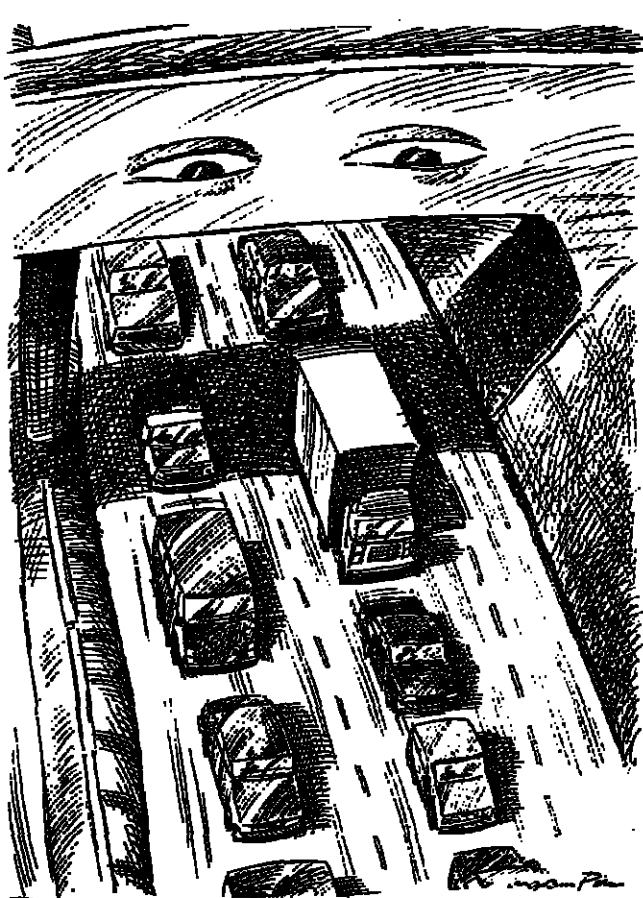
use the crossing on a regular basis, and each number will correspond to a customer account. An antenna will "read" the tag, and check to see if the driver is in credit.

Similar technology has recently been developed by an Australian company, Integrated Silicon Design, and is being marketed as a way to find stolen cars. Its sensors, mounted on traffic lights, can detect radio frequency tags built into cars from up to 14 metres away, even while the car is speeding away.

The worry with all of these recognition systems is that there may not be strict enough controls over who has access to the information which is being collected, and how it might be used. Many people are concerned that commercial or official survey information on traffic could be passed to a variety of government agencies, including the Inland Revenue or the police.

Bill Adaway of Computer Recognition Systems argues that any loss of privacy may well be balanced by reductions in traffic congestion, pollution or theft which these devices can help bring about. "You may be prepared to put up with some impositions if there is some return," he says. "Besides, if you're not doing anything wrong it doesn't matter if you are being watched."

Even the Automobile Association and the Royal Automobile Club, which once opposed automatic speed detection equipment, are now less concerned. "There's a growing recognition that traffic growth and abuse is a problem," says Paul Watters, a policy researcher with the AA. "We are keen to see the speed limit



enforced, and recognise that the police can't do it on their own. They need the technology."

However, Martyn Thomas, chairman of technology consultancy Praxis, of Bath, argues that the rapid growth in computing power could allow vast amounts of surveillance information to be processed easily. He says any gains brought about by the introduction of detection equipment have to be set against the risks for individuals, and calls for tight control over who could get access to data.

It was precisely this fear that fuelled public opposition to a pilot electronic road pricing system launched by the Hong Kong authorities, which attempted to reduce congestion by identifying cars using radio frequency tags. After two years the political pressure generated forced it to be abandoned in 1985.

Theoretically, under the Data Protection Act in the UK the public has the right to see any personal information stored on computer and correct inaccuracies - unless this is likely to prejudice the prevention of crime. "The area where there is not much control is in who has access to the data and the purposes for which it can

Sounds like a quality system

A CUSTOMER's preference for one motor car over another may lie in something as subjective as the sound the engine makes when the car accelerates. By adjusting the sound just slightly, the manufacturer may be able to persuade the customer that its automobile is of a higher quality than that of its competitors.

To help manufacturers of everything from refrigerators to air conditioning units to produce pleasant-sounding machines, Structural Dynamics Research Corporation (SDRC), the Hitchin-based arm of the US organisation, has developed engineering software to analyse machine-generated noise and help manufacturers adjust it.

SDRC's hardware and software package, called the sound-quality engineering system, analyses the sound made by the existing or prototype machine, determining where each sound element originates and, in the case of a vehicle for example, the path by the noise travels into the interior of the car.

The software creates a target sound - a pleasant sound which the manufacturer should aim for - and analyses what elements of the design would have to be changed to achieve that.

Software wins the speed race

SOFTWARE company Oracle, best known for its relational database management system, has put its weight behind "massively" parallel processing computers, which can handle thousands of streams of data simultaneously - unlike traditional serial computers, which process one bit of data at a time.

In tests carried out on a NCube machine, from the US company of the same name, Oracle reports that data was processed at a rate of 1,073 transactions per second. This was more than 25 per cent faster than when the Oracle relational database management system was run on a traditional mainframe. Then the highest speed was 419 transactions per second.

Oracle, which is adapting its software to run on parallel processing machines, says that because the NCube machine is less expensive than traditional mainframes the price-performance of the

parallel machine worked out at more than 20 times better than that of a serial machine.

Hot wires under the spotlight

A WORKING motor incorporating superconducting electric coils has been demonstrated in the US by the Reliance Electric Company, of Cleveland, Ohio.

The superconducting coils, made by the American Superconductor Corporation, of Watertown Massachusetts, have to be cooled to a temperature of nearly -200 deg C. But because the superconducting wires in the coil conduct electricity without losing energy through resistance - unlike copper wires - the demonstration motor produced 25 watts of power with a current of half an amp.

The wires are based on a new family of high-temperature ceramic superconductors which American Superconductor manufactures in a flexible form. The wire is wrapped round a metal core - like thread on a spool - to produce the three-inch high ASC series 77-S50 coil.

Pen-pal offers a helping hand

PEN-based computer systems have proven particularly popular with large manufacturers and public service companies which need to collect data in the field. The trouble for the smaller company is that developing applications software to work on Grid's Grid-pad for example, is complex and requires professional software writers.

To solve the problem, Grid, part of the US Tandy Corporation, has introduced an applications development tool, called Pen-Pal, an object-oriented programming language which generates code.

Grid believes Pen-Pal, which was developed by Pen Pal Associates, of Los Altos, California, will enable people who are not trained in writing in the C programming language to write their own programs for use on its handheld pen and display system.

Operators that speak Japanese

JAPAN'S PC Open Architecture Developers' Group has expanded to 20 members and this week announced specifications for printer and key-



WORTH WATCHING

by Della Bradshaw

board, writes Steven Butler.

The group was set up in March, on the initiative of IBM Japan, with the aim of developing an open architecture for a personal computer operating system which would be compatible with the IBM/AT system, while able to run Japanese language software. Development of the Japanese computer industry, especially a proliferation of operating systems, and a lack of compatibility with other systems.

All the major Japanese computer makers - with the notable exception of NEC, which has 50 per cent of the local market - have joined. Aside from keyboard and printer specifications, the group has also agreed on code page, and format details. A compatibility testing facility has also been opened.

You just try to scratch that car

THE biggest fear when parking a new car must be that someone will come along and scratch the paintwork. But Nissan, the Japanese car company, in conjunction with four Japanese paint makers, has developed a new coating which could thwart even the most persistent vandal.

The paint is a highly durable, clear top coat made of a mixture of carboxyl and epoxy resins instead of the acrylic and melamine resins used in the past for most clear coatings. Nissan plans to use the new paint on car models scheduled for introduction later this year.

Contacts: SDRC: US, 513 576 2400; UK, 0462 457111; Oracle: US, 415 506 7000; UK, 0344 860088; American Superconductor: US, 617 923 1122; Reliance Electric: 216 286 5800; Grid: UK, 061 837 6955; IBM Japan: 3586 1111; Nissan: Japan, 03 5565 2146.

BUSINESS YEAR 1990:

A challenging year

Let the human race live as long as it will, there will never be a shortage of obstacles to inspire it to mobilize its strengths. Goethe, 1828

1990 was an especially challenging year - and a major opportunity for DGZ to mobilize its strengths. The radical political and economic changes that resulted from the unification of Germany are reflected in our balance sheet: starting in mid-1990 we assumed the central bank functions for the savings banks in Germany's five new federal states.

As a result, our balance sheet total nearly doubled to DM 88 billion. About three-quarters of this increase stemmed from funds which the savings banks in eastern Germany deposited with us in the last quarter of 1990. Moreover, we achieved good results in all traditional areas of operation.

A copy of our annual report is available on request.

Financial Highlights (DM million)	1990	1990	1989
	DGZ	DGZ	DGZ
Total Assets	94,932	87,874	43,970
Due from Banks	37,380	32,759	16,470
Debentures and Bonds	30,938	30,315	6,277
Receivables from Non-Bank Clients	24,074	22,524	19,072
Fixed Assets	129	239	173
Deposits by Banks	58,567	55,885	15,833
Deposits by Non-Bank Clients	7,112	3,474	3,343
Own Debentures in Circulation	26,266	25,647	22,708
Capital, Shareholders' Loans and Reserves	1,379	1,290	785
Net Interest and Commission Income	254	215	220
Personnel and other Expenses	88	83	71
Taxes	75	64	40
Net Profit	30	30	30



Deutsche Girozentrale
Deutsche Kommunalbank
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MANAGEMENT

The German car-maker is considering drastic action in its head-on competition in the luxury market. Andrew Fisher reports

Japanese make BMW think the unthinkable



Wolfgang Reitzle (left) and Eberhard von Kuenheim: keeping production in Germany depends on circumstances

A few years ago, it would have amounted to heresy for one of Germany's manufacturers of luxury, high-performance cars to suggest producing abroad.

That was when the main competition came from Europe and the Japanese had not started to penetrate the upper end of the car market. Mass producers like Volkswagen, Opel (part of General Motors of the US), and Ford (also US-owned) have long had plants abroad. But for Mercedes-Benz, BMW, and Porsche, "made in Germany" had to mean just that, if customers were to be persuaded to pay the higher prices that went with the extra performance, style, and image.

On the whole, the cars are still German-made, of course, but the arguments are weakening in the face of tougher competition – the Japanese now have a wide array of sports and up-market models – rising German costs, especially of labour, and high taxes. Says Eberhard von Kuenheim, who has headed BMW for the past 21 years: "We are much more open-minded about this issue (of producing abroad) than we used to be."

BMW, whose sleek, well-styled models combine elements of hedonism – its headquarters are in the elegant, fun-loving city of Munich – technological performance, and executive comfort, has its main production in the southern state of Bavaria, where its other two plants are in Regensburg and Dingolfing. It also has an engine plant in Austria and small sites in Malaysia, Indonesia, Thailand, and Uruguay assembling cars from imported kits. Like Mercedes, it has a production plant in South Africa to fulfil local content requirements.

Until now, BMW's commitment to producing in Germany, apart from its small foreign assembly operations, was never in doubt. "Our production is in Germany," says von Kuenheim, 62. "Whether it stays there depends on circumstances. Before, we used to say much more strongly to ourselves: 'We must stay here; our cars are made in Germany, we come from Bavaria, and we are called Bayerische Motoren Werke (Bavarian Motor Works). We don't see all this so narrowly today.'"

That does not mean BMW necessarily has plans to start production outside Germany right away. Von Kuenheim is coy about how far his thinking has developed: "It's our job to think the unthinkable," he says. Clearly, as analysts point out, a full-scale foreign production plant would not be feasible for a company the size of BMW, whose output is not far above 500,000 cars a year. But his comments show that conditions are changing quickly and that assembly could well be extended abroad to serve wider regional markets.

Other companies think the same way. Mercedes-Benz, which assembles cars from kits shipped to Asia, is considering doing the same in Mexico. Component-makers like Robert Bosch constantly stress rising cost levels in Germany and the pressure to shift

output abroad, especially after the latest near 7 per cent wage settlement in the engineering industry.

So far, BMW has ridden out such problems, propelled along by a successful model range that has kept sales and profits rising steadily.

Last year, turnover was 2.5 per cent higher at DM27.2bn, (£9.1bn) with DM30bn aimed for in 1991. Net profits went up by 25 per cent to DM696m, helped by lower foreign taxes, and output edged up by 1.5 per cent to 520,000 cars; BMW also increased production of motor-cycles by 23 per cent to 22,000 units.

Von Kuenheim admits that its product range – starting with the latest 7-series at the top of the range in 1986 and continued with the medium-sized 5-series in 1988 and the replacement for the small 3-series this year – has been well-timed. "This year, we will make more cars and have more turnover than in previous years, and I expect profits at least to equal those of last year."

With record order books and delivery times for some cars stretching into next year, BMW is virtually certain of another good result in 1991,

barring nasty surprises. But the future could be less assured. "They've come through a good cycle," says John Lawson, an analyst at Nomura Research in London. "But the 1990s may well not be their decade. The key question is whether the costs of production come down."

Although von Kuenheim has headed BMW into the 1990s, it will be his successor who takes it into the next century. Since the Prussian-born von Kuenheim is still a few years off retirement, and shows no signs of strain or ennui – he is the longest serving chief executive in the world motor industry – no-one is yet under discussion to replace him. But a prime candidate must be Wolfgang Reitzle, the 42-year old research and development director whose elegant suits and pencil-thin moustache give him a 1930s matinee idol appearance.

Both men express no doubt as to where they see the main threat coming from – Japan. What worries Reitzle most is not the models so much as the price at which they are being sold, especially in the US. Toyota's Lexus retails for around \$40,000 in the US against just over \$50,000 for a

BMW 7-series. "This is an aggressive price," comments Reitzle. "The Japanese cause us more headaches than our European rivals."

Notes Stephen Reitzman, an analyst with stockbrokers UBS Phillips & Drew in the UK: "BMW is as exposed to the Japanese as anyone." Because its latest price rises have been modest, it may, however, feel the brunt less forcefully at first. Mercedes-Benz, for instance, slapped on a 25 per cent price rise for its new S-class.

What bothers Reitzle is that low pricing by rival Japanese companies could harm BMW's strategy of providing more variety within its basic model range. To do this, and thus offer customers a wide range of equipment, interior fittings, and performance, BMW has to be able to charge a premium price. Reitzle explains that BMW now faces a much more conflicting set of consumer demands. People want increased driving and technical performance, as well as greater comfort and safety, more fuel efficiency, and lower exhaust emissions.

At the same time, BMWs have to keep their sporty, somewhat carefree emotional appeal. "Sterile technology

is not enough for BMW," says Reitzle. To stay ahead, BMW is raising its customer service activities and offering even more choice.

"Even market segments are splitting into fragments. There are niches in niches." BMW is also increasing its own development work on electronics – about 10 per cent of its 5,000 R&D staff now work in this sector – so it can order more custom-made components from suppliers.

This is all very well, as long as the Japanese do not extend their price battle to Europe. So far, they have not done so, with the Lexus selling in European markets at prices similar to the competition. But neither Reitzle nor von Kuenheim make any bones over what they see as the ultimate aim of Japanese car-makers: to overrun the European motor industry.

Through heavy investment in its Bavarian plants and close attention to logistics and supply costs, BMW has kept prices within bounds. The new 3-series costs on average only 5 per cent more than the previous generation. "We could charge more," says Reitzle, "but we would lose out on units. We want to sell more than 300,000 (3-series) cars a year."

BMW also wants to shorten its model development times, something at which the Japanese have been very adept. It has built a DM1.2bn R&D centre, presided over by Reitzle. He stresses, however, that the ability to design and produce new models more quickly does not mean BMW intends to do so every three years or so. It intends to keep a lifecycle of seven years for its smaller cars and nine for its big ones. Only in this way can it cover its high development costs.

While the times and pressures may seem dramatic and the challenges ever more testing, von Kuenheim appears to take it all in his stride. He recalls that the 1980s started off gloomily, but ended up well. As for BMW's surprise move into aerospace last year with Rolls-Royce of the UK, he says this is going well. Nor will the joint investment of DM1bn in new engines, spread over the rest of the decade, stretch its finances. No other ventures outside the car or related sectors are planned. "We are not fatalists about diversification."

Anyone seeking philosophical insights into management from the intellectual von Kuenheim will be disappointed, however. "There are no recipes," he says. "We don't believe much in 'management by this or that.' The important thing is to have enough dedicated people who do more than their duty and show initiative, imagination, and occasional vision."

One more thing is vital, adds the imperturbable von Kuenheim: "The ability to keep your nerve in critical situations." It's amazing how many people, very important people, here and elsewhere, get nervous at difficult times. "Yet with the Japanese revving up to try and overtake BMW and its fellow European makers, there is certainly be plenty to be nervous about."

Becoming a good pan-European

By Andrew Jack

The move towards business adopting a pan-European approach is hotting up.

As integration progresses, companies are beginning to see the need to organise themselves across the continent, instead of remaining nationally autonomous.

Yet while few managers disagree with the need for this transformation, there is little clear advice about how it can be successfully achieved. On the one hand, there is a growing need for co-ordination. Some areas of customer demand are becoming more uniform; for example, businesses often want identical FAX telephone exchange and network facilities throughout their operations.

Research and development requirements call for the economies of scale present only in single large laboratories. Reduced barriers to trade within Europe are also pushing companies to rationalise their pricing strategies across borders, and develop comprehensive distribution systems which cover the whole of the continent from a few centres.

On the other hand, local tastes vary as much as ever. Differences continue to exist, for example, in consumer demand – such as the French passion for Arabica coffee – as well as in professional standards.

Language and cultural barriers often dictate the need for locally-based sales forces and distribution channels.

The resolution of these competing tensions lies, not surprisingly, in compromise.

Norman Blackwell, Jean-Pierre Bizat, Peter Child and David Hensley, four McKinsey consultants based in London and Paris, suggest that there is no single blueprint for change. Instead, based on their analysis of companies trying to turn themselves into European organisations, they lay out a six part classification system of alternative integration mechanisms which reflect varied levels of international co-ordination.

The appropriate level in any case, they argue, will depend on the cultural history of a

company, the urgency of reaching better integrated decisions, and the business unit or function in question within a single organisation.

National autonomy is usually found where there are very different markets in each country, or no significant economies of scale to be achieved. Some commodity traders work in this way. So might the sales divisions of pharmaceutical companies – although their research and development functions are likely to be centrally co-ordinated.

Informal co-operation occurs where company units in different countries operate independently, but share information and offer support. It requires a shared approach to business. Saatchi & Saatchi was one of many professional service firms which attempted this approach, but, the authors argue, a failure to create a common value system resulted in minimal benefits.

Co-ordinating mechanisms involve more formal initiatives, such as task forces, committees and performance indicators across Europe. They may be necessary where the effects of co-operation are significant for the company as a whole, but not for individuals. Central co-ordination goes one stage further, establishing central staff to formalise co-ordination. It may happen when the workload is heavy, when consensus is difficult to achieve, and where it is important to foster consistency of approach across Europe.

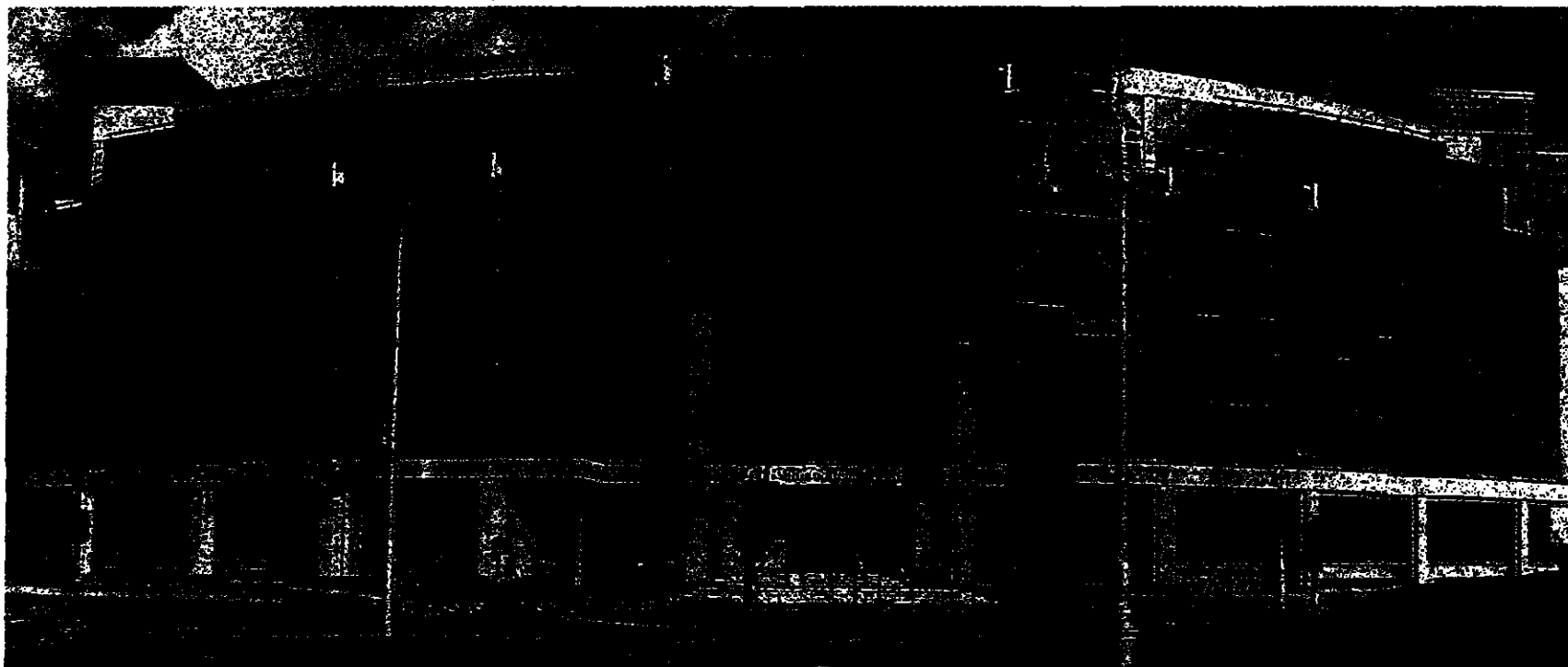
Central direction could occur where capital-intensive decisions have to be taken and implemented internationally. Finally – and rarely – comes central control, where day-to-day matters, as well as strategic policy, comes from European managers.

However, while the road to change may be paved with good intentions, there is still the risk of stubborn conservatism within organisations. Companies in different European countries often have different languages and national management systems which make comparison difficult.

* *Shaping a pan-European organisation. McKinsey Quarterly, Number 2, 1991.*

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THE PROPERTY MARKET

Assets that must earn their keep

By Sandra Jones

The institutions are no longer going to treat property as a secure long-term hold, locked away like the family silver.

The funds are estimated to own well over half the country's leased commercial property and will continue to be significant players in this sector. Nevertheless interviews with 22 property fund managers indicate that no property has an automatic right to stay in the investment portfolio of the 1990s.

Several funds have developed new management structures to encourage more active scrutiny by managers. Norwich Union's Mr John Whalley explained that "the fund has completed a major review of work practices and is restructuring into 10 self-contained property business units".

Property plays a dual role in any portfolio. It is a hybrid, offering the stability of a gilt in a poor market (assuming a strong tenant covenant), and the growth potential of an equity in a good market. Mr Tony Faulkner of Sun Life believes property should be valued as two elements - the "secure income for 35 years comparable with a gilt, and the income growth potential as a quasi-equity".

It also has attractions that neither equities nor gilts can

match - a degree of direct control and scope for enhancing value or income through the injection of capital. As Mr John Case of Pearl Assurance notes: "Development value can be released several times during a period of ownership".

In a market in which rental growth is limited, being able to enhance the performance of an asset without relying on an upward trend in the market is highly prized by the institutions. Opportunities to acquire the building next door, to renegotiate leases or to refurbish parts of a building, can arise even when general market conditions are declining.

For the 1990s most institutions will be looking for those gilt-like qualities - a secure long-term income, with income or capital growth regarded as a bonus. That security is as likely to be based upon the position, location and quality of the property as on the length and strength of the lease. Only two of the managers interviewed felt strongly committed to the 25-year lease and even they conceded that they would adapt if the market moved towards shorter terms.

Fifteen-year leases were generally found acceptable by most of the managers surveyed. In fact, these leases may have added advantages because rental and capital val-

ues are adversely affected once a building is 15 years old. "Investors are willing to buy buildings with leases halfway through their term - it's a matter of reflecting it in the yield," says John Case of Pearl. "If the landlord wants to redevelop, 25-year leases are very unpopular." There is no discount at review for a lease with 15 years to run, so why assume they are of lower value?

A lease of 10 years or less would not be attractive, although it might be necessary to secure the letting of a new development in the current market.

Multi-tenanted buildings will appeal to the institutional investor; they reduce exposure to a single covenant and can rather up rents at review by establishing a continuous stream of open market evidence, and allowing a landlord to refurbish parts of a building. Prime buildings or locations are still in favour with the institutions, especially if the market is to be slower in the next few years. If leases shorten, prime investments will be shown to advantage simply because a good building is far more likely to attract a replacement tenant.

Managers rarely buy secondary buildings for their own sake or for their high yields;

they look to their potential to become prime buildings. "It might mean buying a secondary building in a prime location," said Mr Andrew Winkell of Scottish Widows, "because you can change the building but you cannot change the location."

That the tenant will be more influential in the 1990s, seems to be generally accepted now. "As companies realise that property is an expensive part of their business outgoings costs will be increasingly under the spotlight and tenants will seek the best quality for a given price," says Mr Rodney Pollard of Royal London.

Deference to the needs of the tenant also influence attitudes to environmental issues. In evaluating an investment for purchase, most funds consider these issues only as far as they affect letting prospects, particularly energy efficiency, legionella and asbestos. They are, however, more likely to have a code of practice to cover their development activities.

Freehold ownership is clearly favoured by the funds and several have policies to actively reduce their long leasehold investments. By far the most common objection to leaseholds is the ability of the freeholder to intervene. CIN is moving towards a

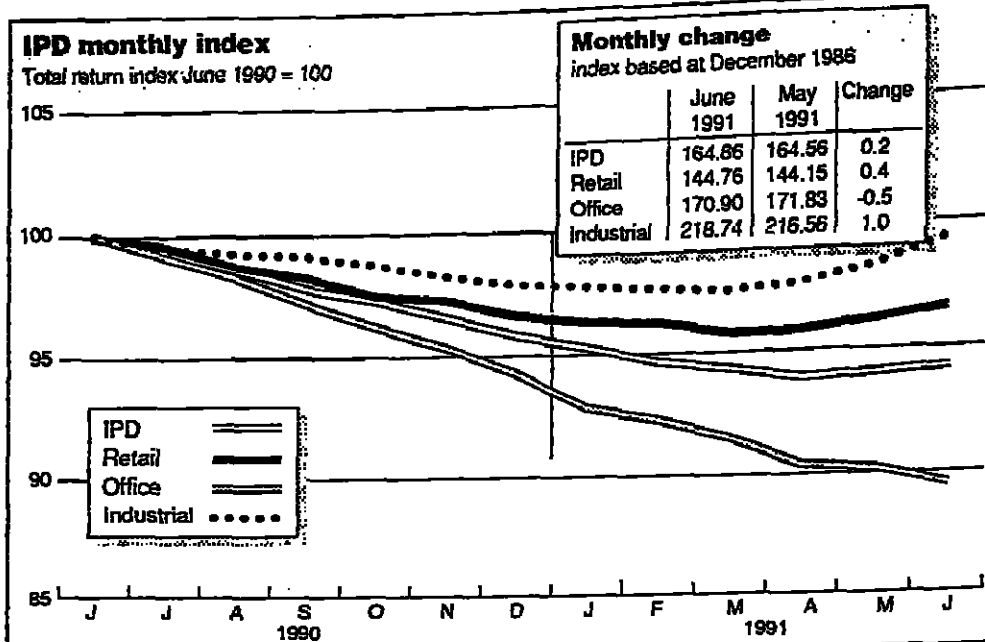
freehold-only policy, according to Mr Juddery, because it dislikes being held in ransom.

Commercial Union Properties would avoid leaseholds wherever possible because "freeholders seek to increase the rental gearing in return for consent to the long-leaseholder to invest capital in the building".

Generally, the institutions put little faith in "vulture" purchases - apparent bargain deals. While none would turn down a genuine bargain, the stock they want is not available at the moment. "Vultures and albatrosses are indistinguishable from a distance," says Mr Juddery.

In sum institutional investors want the gilt-like qualities of a secure income from their property with the potential to enhance rental value. This will be derived from holding properties which meet the needs of a tenant, offer opportunities for change and give them greater control over their investments. They are prepared to keep a constant watch on the performance and condition of their holdings and recognise that a building that is good for occupiers is ultimately good for investors.

The author is a director of Baker Harris Saunders, the international property adviser.



Improving trend maintained

The trend of improvement in the monthly returns to the IPD Monthly Index, with last month's total return figure turning positive for the first time in 1991, has continued into June. Capital growth and total returns rose 0.1 points over May to -0.4 per cent and 0.2 per cent respectively.

Not all indicators point to a swift recovery. Rental value growth continues to fall on both a monthly and annual basis, with the year-on-year growth rate finally touching zero. Average yields, stabilising over the previous couple of months, moved out again in June.

Only the office sector failed to show an improvement in capital growth and total return over last month's figures. Total return in this sector now stands at -10.4 per cent compared to -3.5 per cent for retail and -0.5 per cent for industrial.

The retail sector produced its best returns so far this year. Total return of 0.4 per cent contributed towards the second-quarter return of 0.8 per cent - the first positive

quarterly result since September 1989. Office was the only sector to show a deterioration over the month, albeit a small one. Moreover, this sector continues to lag behind the other two, and the gap is widening. The quarterly results were, however, the best since March 1990.

Industrial sector results showed a similar pattern to retail with June returns the best this year, and rental value growth much improved. Returns were, however, much stronger than those of retail.

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Head count of nobles and gentry

Patricia Morison reviews Eton's 'Leaving Portraits' at Dulwich

Eton College has an interregnum. One Provost, Lord Charteris, has left and the new one, Sir Anthony Acland, has yet to arrive, which allows non-Etonians the opportunity to inspect an intriguing group of portraits from the Lodgings. A selection from the college's 'Leaving Portraits' was last seen in public at the Tate in 1951. Now the best of the Leaving Portraits, together with books, prints and other Eton records, are at Dulwich Picture Gallery (081-683-5254) until October 20. The exhibition is supported by the Baring Foundation.

In the 18th century, the Provost and Fellows who governed Eton kept the Headmaster on a meagre salary so he looked to the fee-paying gentlemen pupils, or Oppidians, to bump up his earnings. When they left a gift to the Headmaster was in order, which would duly be entered into his account-book: in return, he would give a volume of Xenophon, Thucydides, or the like. In the late 18th century, Eton had two energetic Heads who chased hard to recruit a better class of Oppidian. They realised that portraits of elegant youths hung around the college's private and public rooms would make the point nicely that Eton was now, *par excellence*, the school for England's nobles and gentry.

And so the hand-over of a portrait, within a few years of leaving, became a part of "leaving handsomely". When the college was reformed in the 1850s the Headmaster was put on a decent salary and the flow of portraits came to an abrupt halt. As the exhibition shows, the tradition has survived informally in the photographs the boys inscribe with fond messages for their favourite masters. In 1980, the formal Leaving Portrait was revived. Portraits of outstanding specimens of Etonian youth were subsidised by the college, while fond parents will sometimes bestow their sons' portraits on the alma mater. A small selection of the former – not the latter – ends the exhibition.

In the main, however, *Leaving Portraits From Eton College* spans eighty years of portraiture by the most fashionable artists of their day. The big names are there: Kneller, Ramsay, Romney, Reynolds, Lawrence, Beechey, and West. There is also one portrait by Pine, who emigrated to America and painted George Washington. Interestingly, there are several portraits by the 18th-century woman portraitist, Margaret Carpenter, who was a popular choice for Leaving Portraits. Not surprisingly, there are quite a few dull and routine works among so many formal head-and-shoulders of young men in dark frock coats. As in most private collections, quite a few could do with cleaning. However, that is not really the point.

The exhibition is strong on human and, if you are that way inclined, Etonian interest. Some of these young men went on to do great things for their country, such as Charles James Fox, Earl Grey of the Reform Bill ("Lanky" as he was known at school), and William Ewart who was responsible in 1850 for the introduction of free public libraries. Arthur Hallam, painted by Sir Martin Shee, had no time to achieve anything before he died of apoplexy in Vienna aged 22. But his memory did inspire Tennyson's *In Memoriam*. Others flopped dismally, prey to drink, madness, and suicide.

If you want to now in more detail how fate dealt out the cards to the gifted youths, a catalogue is a good buy at £5.50. Fate was notably unkind to the Hon. John Damer, who was painted at the age of 18 by Reynolds. When his father the Earl of Dorchester refused to pay his vast debts and ordered him to live in France, Damer shot himself in a pub in Covent Garden. A true gentleman, it would appear, he had first paid the four youths who shared his last night on earth. Horace Walpole's epitaph is irresistible: "He was grave... but passed his life as he died, with troops of women and the blind



Fabre's portrait of Henry Richard (Vassall) Fox, later 3rd Lord Holland and leading socialite of 18th century London

toddler." With or without Etonian extras, Dulwich Picture Gallery is, of course, a thorough delight. What is more, the place is so extraordinarily lively, always buzzing with schoolchildren or the better sort of lecture-tour. Now the Dulwich Gallery's success has been recognised by winning the visual arts section in the 1991 Prudential Awards for the Arts.

Among future nominees for the Pru's generosity, I would be

tempted to put the Oxford Gallery, 23 High Street, Oxford; (tel 01865-242731). As anyone interested in the crafts knows, this commercial gallery has an excellent record of picking up interesting new makers as well as showing the famous names in pottery, jewellery, glass, etc. The current exhibition, which ends on July 31, is a thoroughly glamorous affair. Wendy Ramsay, the jeweller, has taken Picasso portraits of women and imagined what kind of jewellery those ladies might

commission from her. It sounds a trifle arch, but the results are pieces which are witty and beautiful. Paper works by Carol Farrow hang on the wall, in dark shades of red and blue, like the bark of exotic trees. Best of all, there is a large group of Judy Trim's fabulous lustre bowls. I have written about them not long ago, so all I will say here is that the recent pieces, in blue and white, are as glorious as the burnished many-coloured extravaganzas.

Handel's Amadigi

NEW LONDON, CONNECTICUT

The highlight of the Connecticut Early Music Festival – which is directed by the harpsichordist Igor Kipnis and the flutist John Solman – was a performance of Handel's *Amadigi* in the Harkness Chapel of Connecticut College (in New London). New Yorkers grow accustomed to parched acoustics: the vastness of Fisher Hall, Tully Hall, the Met, the State Theater, places in which one hears but doesn't (as Berlioz put it) "vibrate"; ruined Carnegie once so vibrant; and the dryness of the more intimate Merkin Hall. In the Harkness Chapel, four young voices – pure, unforced, unstrained – rang out to fill the sunlit space, and the space responded to lend warmth and radiance to their singing.

It was a daring performance. The orchestra had but single strings, but since the six string players, led by Jörg Michael Schwarz, were adept, Handel's textures were amply and energetically filled. *Amadigi* is an opera without continuo-accompanied arias; the oboes (John Abberger and Susan Davol) and the bassoon (Thomas Seftovic) were kept hard at work and never failed. The recorder played prettily. The trumpet was less sure.

The singers were Theodora Hanslowe (*Amadigi*) and Natalie Arduino (*Dardanus*), two excellently firm, fluent

mezzos; and Debra Vanderlinde (*Orsina*) and Angela Norton (*Melissa*), two firm, fluent, well-contrasted sopranos, one pure, ringing, and bright and the other rich, ringing, and bright of tone. Miss Hanslowe is known in Germany. Miss Arduino was the Paris of the Gluck *Paride ed Elena* recently praised in these pages, and as luxury casting the Helen of that performance, Laura Daneshmand, sang the small role – scarcely more than a *deus-ex-machina* intervention – of *Orsina*.

Will Crutchfield, presiding at one of the two harpsichords, had prepared and directed the performance, and so it was daring, exciting, immediate in all ways. He has taught a new generation of American singers to improvise boldly but stylishly. (Winton Dean's *Musical Letters* article about a decorated *Amadigi* appeared in time to offer inspiration for this production.) Insofar as there was no scenery it was a concert performance, but a facsimile of the 1715 Italian/English libretto was put into the audience's hands, and the singers – aptly clad and without book – entered, strode the platform, and declaimed the first 20th century words of what they were saying. Handel's drama came to life.

Andrew Porter

The Manchurian Candidate

LYRIC THEATRE, HAMMERSMITH

Richard Condon wrote *The Manchurian Candidate* in 1958, and shot paranoia into the veins of the information age: "When you don't know the whole truth, the worst you can imagine is bound to come close." The 1962 film thriller was one of the smartest political satires to escape from Hollywood. This fine first stage version at the Lyric, Hammersmith, has been revised in 1996 yet retains the basic framework of Condon's book.

John Lahr's version is set against the backdrop of an American peace-keeping force in the Middle East. A war hero returns home after brainwashing has programmed him to kill a liberal politician; his own monstrous mother, Eleanor Iselin, controls him. Major Marco, his former commanding officer, tries to find out what really happened. Meanwhile the Iselins launch a Republican bid for power on the xenophobic ticket.

First, of course, Condon's was a cold-war fable, so new opposition is required for the 1990s: the Japanese and their putative economic rape of

America's virgin land. Second, patriotism has been used to underpin assaults on American liberalism ever since McCarthy and Cohn, the most notable recent occasion being General William Westmoreland's attack on CBS in 1965; then, CBS hired the best news manager in New York, John Scammon, who knows, as this play knows, that information does not equate to knowledge, nor political rhetoric to action.

So now that events have kicked *The Manchurian Candidate* into the future, its political satire looks creaky rather than sinister. At the heart of the action is Eleanor Iselin (brilliantly played by Sian Phillips), the Lady Macbeth of Capitol Hill, who drives her feckless husband towards the Oval Office with apple-pie platitudes and steel-magnolia smarts: "don't piss my shoes and tell me it's raining."

Her husband (definitely done by Manning Redwood) is a southern horror struggling to make his "half-truths accurate," asking questions rather than thinking. Her brainwashed son, Raymond, solidly

played by Gerard Murphy, is by turns confused and malleable, and the only possible offspring of perversity, whose synaptic conditioning turns him into one troubled citizen of Dystopia.

The production benefits from fine performances from Clive Carter as Marco, Connie Booth as his girlfriend, and William Roberts as a clutch of mandarins and politicians from the Hill. Anthony Miller as the cynical New York editor delivers the current satire: "If it smiles, loves Jesus, and balances the budget, Americans will vote it into office."

Elsewhere, the American accents stay in place, and the action keeps faith with Condon's narrative. This 1990s version, however, tends towards a composite of political paranoia, and some of the clichés have already been used. The pace could be sharper. The gentry set and design, all le Courbier, and the costumes – Armani and Farhi (but very late-1980s), work well if a little studiously.

Andrew St George

The Boys from Syracuse

OPEN AIR THEATRE, REGENT'S PARK

The third show of the season has become something of a speciality turn at the thriving Open Air Theatre in Regent's Park: a chance for the company to kick up their heels, raise two fingers to the English weather, and diversity into a spot of song and dance. Last year's valuable revival of *The Fantasticks* is followed this year by Rodgers and Hart's witty 1938 revision on the themes of *The Comedy of Errors* – a gift for a theatre which has made its name with Shakespeare, but also a beguiling bit of froth in its own right.

The Bard meets Broadway under the direction of one of our most distinguished Shakespearean actresses, Judi Dench, and the result is a deliciously actor-centred confection, as pleasing to the eye as the ear. Kenn Oldfield's choreography is exotically tacky, its chorus-line of courtiers glittering with vulgarity.

James Merfield's design sets a tone of dashing irreverence, with a costume box that plun-

ders every tradition known to man and a few more besides. Commedia-style head-pieces and pantaloons mingle with Elizabethan skirts and ruffs. Tarzanlike leopard pelts and a line of colossal Greek masks. A bandstand, swathed with curtains, becomes a cottage of tea-cosy kitsch in which Louise Gold's ardent Adriana bills and coos with the wrong Antipholus, poking her lovely head through little leaded windows to snoop off the real husband who is thumping at the door.

The goings-on are quite as incomprehensible here as they are in the Shakespearean original – and rendered more so on the first night by rain-forested stops and starts. The Syracusean twins get the lion's share of the action. Peter Woodward, as the interloping Antipholus, deals as nobly with a homesick reverie of daffy go-go girls in leopard-skin beehives as he does with the showstopping duet "This can't be love," in which he is finely partnered by Gillian Bevan's Luciana. The

Dromios of Richard O'Callaghan and Gavin Muir are skilfully and gleefully alike.

One of the joys of the show is the mischievous way that it taints Shakespeare with the worldly wisdom of Broadway: Luciana is a glorified husband-snatcher infatuated with her sister's spouse. The purity of Adriana's "Falling in love with love," ostensibly a song about carnal bliss, is sullied by the knowledge that she is canoodling on the wrong man, while her husband (Bill Home-wood) is out gallivanting with whores. We're talking serious adultery, yet the only person who seems to realise it is the libidinous Luce – a gloriously comic Jenny Galloway, who gulps down the realisation that she has bedded the wrong Dromio as if she has accidentally swallowed a gob-stopper. It is all very silly, but it is also great fun, and the cast seem to be enjoying it too.

Claire Armitstead



Peter Woodward and Gillian Bevan

Mahler's Second

ST PAUL'S CATHEDRAL

Not so much a "Resurrection" this time, at the close of the City of London Festival, as a translation into something rich and strange. Mahler's Second Symphony has religious intentions on a grand scale, certainly. On it is not one of those symphonic works – there are only a handful of them – actually imagined for a cathedral acoustic. For those who knew the symphony well, Wednesday's performance had resplendent moments, and cast other passages into weird, fascinating lights; for newcomers the music must have been desperately hard to follow. Perhaps they just sat back and let it roll over them.

The Philharmonia and its fine Chorus were admirably prepared, and the conductor Elihu Inbal is known as a sound, practical musician (if only occasionally an exciting one). But the acoustic facts were unbreakable: from the strings, anything soft and swift slipped straight up into the dome, never to be heard of again. Yet the merest breath on a horn or trombone, let alone an ensemble of them, penetrated everywhere, occluding counter-subjects and even main tunes on other instruments. The percussion had a sharp, eerie immediacy – though the *Rufe* (a birth cry) seemed to come from within the dome.

For all the players' best efforts, the audible balance was sometimes so

skewed that vital threads disappeared without trace. I was relatively well placed, under the dome, what anyone much further back can have made of the best Scherzo, for example, defies imagining. On the other hand, the "offstage" brass intrusions made a thrilling effect, and the chorus always carried their full weight. The jagged opening recitative for low strings had an astonishing depth of menace, thanks to a lucky echo of just the right leg and timbre – I shall miss that in the concert-hall now.

By normal standards, Inbal held some passages distinctly under tempo (though never limp), but what might seem tame in a normal concert was probably necessary here just to get the notes across. With the "Urlicht" movement the performance acquired a benedictory grace, in the mezzo form of Alfredo Kraus; for this vein of Mahlerian devotion, she is a peerless singer. The soprano later was the redoubtable Jane Eaglen, who didn't emerge perceptibly from the chorus as prescribed (in principle a magical touch, not really feasible for Miss Eaglen) and yet achieved the right sort of effect: suspended, selflessly heartfelt. The finale was unmistakably a satisfying conclusion to something or other.

David Murray

of Caravaggio and possibly the most famous woman artist of all time. The exhibition includes 30 paintings from Italian and foreign museums, together with several masterpieces by her father Orazio. Ends Nov 4. Closed Tues. Museo Nazionale del Bargello The Bronzes of Calliope's Writing Desk: the collection of bronze and marble statues built up by Cosimo I de' Medici between 1550 and 1574, and stored in the Scrittoio di Calliope, a small room used to guard the Grand Duke's most precious belongings. The collection has survived almost intact, and is one of the most important and best-documented of its kind. Ends Aug 25. Closed Mon. FRANKFURT Schirn Kunsthalle From Expressionism to the Resistance: Art in Germany 1909-1936. The Fishman collection. One of the most significant collections of German art from between the wars, with 190 paintings, drawings and sculptures by artists such as Beckmann, Kirchner, Dix and Meidner. Ends Aug 18. Also Marc Chagall: the Russian years (1906-22), with 250 oils, watercolours, drawings and sketches. Ends Sep 8. Daily. Städt. Museum: sculptures and drawings 1985-90. Ends Aug 18. Daily. LONDON Hayward Gallery Richard Long (b1945): sculptures, mud works and photographs inspired by walks in landscapes as varied as Antarctica, the Himalayas and the Sahara. Ends Aug 11. Daily. National Gallery The new Sainsbury Wing, designed by Robert Venturi, is now open,

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INTERNATIONAL ARTS PREVIEW & EXHIBITIONS

EXHIBITIONS

AMSTERDAM Rijksmuseum Indian Miniatures from Paris: 100 pieces from the Fondation Custodia collection, illustrating Mogul histories and Hindu epics from 18th to 19th centuries. Also Court Games from India, including a relief in alabaster showing a portrait of the Great Mogul Shah Jahan. Ends Sep 22. Closed Mon. Van Gogh Museum Japan: Van Gogh's Utopia, examining the influence of Japanese prints and culture on the life and work of Van Gogh. Ends Sep 22. Daily. BARCELONA Fundació Joan Miró Wols and Cuchi: exhibition of paintings, photographs and illustrated books by the German experimental artist Otto Alfred Wolfgang Schulze, and installations by the "transvanguard" Italian artist Enzo Cucchi (b1940). Ends Sep 15. Closed Mon. BERLIN Schloss Charlottenburg Imperial Art from the Dutch Exile of Kaiser Wilhelm II: paintings, sculpture and

artefacts, including silver and enamel from the time of Frederick the Great. Ends Sep 29. Closed Mon. CHICAGO Art Institute Degenerate Art: The Fate of the Avant-Garde in Nazi Germany, featuring the work of artists held up for public mockery in 1937, who later won recognition as masters of their realm. This is a widely-acclaimed exhibition originally mounted by the Los Angeles County Museum. Ends Sep 8. Also The Gold of Africa: Jewelry and Ornaments from Ghana, Ivory Coast, Mali and Senegal. Ends Aug 25. Also 18th and 19th century Staffordshire creamware by Wedgwood and others. Ends Oct 27. Also English and French Printed Textiles: 100 examples mainly from 18th and 19th centuries. Ends Sep 3. Daily. Zwinger Exhibition of rare Meissen porcelain dating from early 18th century, plus a selection of 18th and 19th century coffee-house drawings from the Educho collection. Ends Oct 6. Closed Mon. DUSSELDORF Kunstmuseum Walter Ophey (1892-1930): exhibition of 180 paintings and drawings by a long-neglected German artist who was associated with the early 20th-century avant-garde. Ends Sep 1. Closed Mon. EDINBURGH Royal Scottish Academy Virtue and Vision: Sculpture and Scotland 1540-1990, tracing developments since the early days of court patronage to the strong native school of the present. Ends Sep 15. Closed Mon. FLORENCE Casa Buonarroti Artemisia Gentileschi (1597-1651/3), follower

of Caravaggio and possibly the most famous woman artist of all time. The exhibition includes 30 paintings from Italian and foreign museums, together with several masterpieces by her father Orazio. Ends Nov 4. Closed Tues. Museo Nazionale del Bargello The Bronzes of Calliope's Writing Desk: the collection of bronze and marble statues built up by Cosimo I de' Medici between 1550 and 1574, and stored in the Scrittoio di Calliope, a small room used to guard the Grand Duke's most precious belongings. The collection has survived almost intact, and is one of the most important and best-documented of its kind. Ends Aug 25. Closed Mon. FRANKFURT Schirn Kunsthalle From Expressionism to the Resistance: Art in Germany 1909-1936. The Fishman collection. One of the most significant collections of German art from between the wars, with 190 paintings, drawings and sculptures by artists such as Beckmann, Kirchner, Dix and Meidner. Ends Aug 18. Also Marc Chagall: the Russian years (1906-22), with 250 oils, watercolours, drawings and sketches. Ends Sep 8. Daily. Städt. Museum: sculptures and drawings 1985-90. Ends Aug 18. Daily. LONDON Hayward Gallery Richard Long (b1945): sculptures, mud works and photographs inspired by walks in landscapes as varied as Antarctica, the Himalayas and the Sahara. Ends Aug 11. Daily. National Gallery The new Sainsbury Wing, designed by Robert Venturi, is now open,

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Time for Mr Kohl to act

THE ECONOMIC crisis in east Germany is deepening. Yet Mr Helmut Kohl shows little sign of comprehending the size of the task his government still faces in integrating the economies of east and west. Far from easing east Germany's passage to a market economy, his government's ad hoc and panicked response to the east German collapse has hindered integration.

This failure is confirmed by the OECD's latest report on the German economy. It does not rehearse the sterile debate over the terms of monetary unification. For the root cause of the collapse in east German output has been the rapid convergence of east German wages towards west German levels since then, despite the gap in productivity between the two.

The rise in east German unit labour costs has left fewer than 10 per cent of east German companies able to cover their short-run costs at international prices. "The capital stock in east Germany is incapable - technically or economically," the OECD says, "of supporting the labour force at current wage levels."

Main culprits

Not surprisingly, employment in the east has collapsed: it is forecast to fall by 16 per cent this year. The main culprits are the west German unions. Fearing competition from the flood of cheap east German labour spilling over the border, they pushed hard for wage convergence. West German politicians stood back and watched the disaster unfold. Yet, surveys show that it is rising unemployment not wage differentials, that continue to drive people west.

The rapid rise in east German costs explains why the speed of privatisation has been so slow. For the Treuhand can not hope to find buyers for companies which cannot cover their operating costs. The mistaken decision to restructure confiscated property in the east and inadequate east German infrastructure have also hindered privatisation.

Yet declaring 90 per cent of east German industry to be bankrupt would be economically wasteful and politically impossible. Already the OECD estimates that east German unemployment will reach 25

per cent by the end of 1991.

Consequently, the Treuhand, originally set-up to reduce the entrepreneurial role of the east German state, has been keeping east German industry alive through a series of ad hoc subsidies, paid disproportionately to the most inefficient companies. Subsidies for short-term working and liquidity loans have perpetuated the misallocation of resources in the east as they offer no incentive for management to restructure their organisations or for workers to move to more productive activities.

Rational alternative

The rational alternative remains to pay a uniform employment subsidy to all east German companies, set at a fixed proportion of the difference between east and west German wages to discourage further wage convergence. Direct employment subsidies would speed rather than impede the transformation by encouraging privatisation. The OECD endorses the proposal so long as the subsidies can credibly be made temporary.

Whether or not the government sees sense, the large-scale transfer of resources from west to east will continue for some years. Already the German budget deficit has risen to 5.5 per cent of gross national product this year, despite the recent package of tax increases. Such a deficit cannot be maintained in the medium term.

A sharp slowdown in west German economic growth would rapidly expose Germany's fiscal vulnerability. The OECD projects healthy west German economic growth of 3.2 per cent in 1992. Yet with west Germany's inflation rate above that of France already, and perhaps of inflation-prone Britain by the end of the year, the Bundesbank may raise German interest rates further.

Germany needs a substantial reworking of its spending priorities. It cannot continue to subsidise west German industry while east Germany is in its current state, and it cannot continue the inevitable subsidy of east German industry in a manner which impedes economically wasteful and politically impossible. Already the OECD estimates that east German unemployment will reach 25

Whisper it not to Mrs Thatcher, but Britain's state leviathan survived the 1980s unscathed. The public sector - health, education, police, armed forces, central and local government - entered the 1980s 5.4m-strong, and finished it with 5.2m, about a fifth of the total labour force. In time, compulsory competitive tendering of local government services may make inroads, but to date only 15 per cent of town hall contracts (in value) have gone to outside contractors. Beyond that, prospective reductions - the cuts in the armed forces - owe more to Mr Mikhail Gorbachev than to the former prime minister.

Size, however, is virtually the only thing static in today's public sector. For the rest, change is more rapid and far-reaching than at any time since the 1940s. The old-style public services, each a national monopoly with a single organisational structure, ethos and rigid set of pay and conditions, are withering fast.

Choice, standards and quality are the catchwords; flexibility, performance and local management the tools; the private sector the model. The Citizen's Charter unveiled by the government earlier this year reverberates to them all. Mr John Major, the prime minister, declared that more responsive and higher quality public services to have been his prime goal "ever since I was a local councillor in Lambeth over 20 years ago".

Whether Mr Major or Mr Neil Kinnock is prime minister, charters gain look set to take over the 1980s by the end of it there may not even be a "public sector" worth the name.

Incentive allowances for teachers (from Dec 1991)

Rate	Annual amount £	Proportion of teachers %
A	1,206	17.5
B	1,950	12
C	3,900	7
D	5,205	6
E	7,155	2.5

Source: DES (England and Wales)

Even so, the revolution did not suddenly start last Monday. Changes to public sector structure, management and working practices have been in train since the early 1980s. Discretion and responsibility have been decentralised at all levels, from granting individual schools and hospitals charge of their own budgets and recruitment, to giving off a third of the staff of Whitehall staff into quasi-autonomous agencies (under the so-called Next Steps programme). Hospital trusts, grant-maintained schools and independent agencies - the managers of which are given a Treasury grant then left almost entirely to their own devices - are but the logical progression.

External forces have been at least as significant to the process as internal pressure from the government. Competition for scarce labour in the late-1980s forced the public sector to take flexible working practices seriously, since they were already widely on offer from private companies. Widespread public dissatisfaction with service quality was as evident to local as national government. Performance-related pay for managers gradually came to be seen as essential to match private sector practice - and to attract staff.

Whatever the cause, change has been particularly marked in four areas: determination of pay levels, performance incentives, flexible working practices and local management. To what effect?

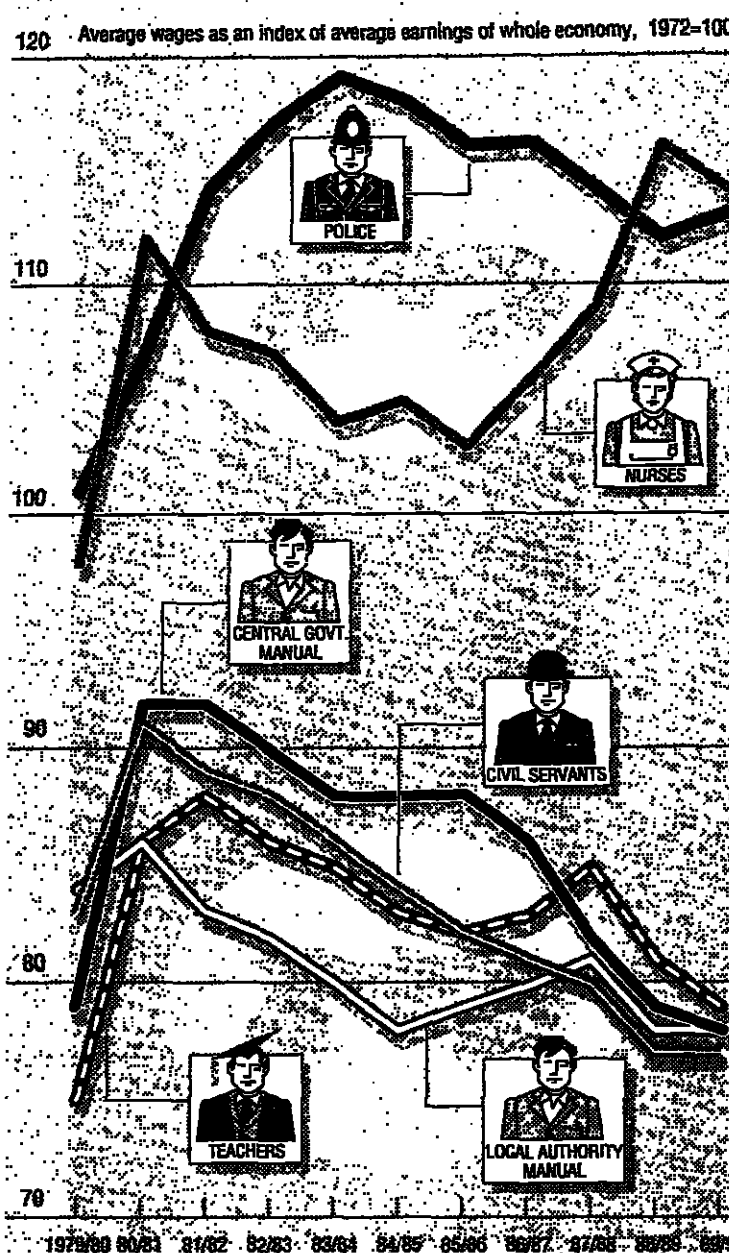
● Pay determination. It is difficult to speak of a single public sector in this context. Relative pay rates have become more divergent than ever in the 1980s (see graph).

There is not even any uniform pay negotiating machinery. About 1.4m employees (teachers, doctors, dentists,

Choice and quality are the catchwords as monolithic public services with rigid pay and conditions wither away, says Andrew Adonis

The leviathan limbers up

PUBLIC SECTOR RELATIVE WAGES



Source: National Institute Economic Review

found over appraisal, ministers will proceed regardless.

"Changing pay is a statement about changing culture," says Mr Marc Thompson of the Institute of Management Studies, a management think tank. A recent DMS survey of 2,000 private and public sector companies found 75 per cent paying some form of performance pay - and not just at the top. One-third of all middle managers were found to be on profit-sharing schemes, and 45 per cent to have their pay related to appraisal. But as Mr Thompson adds: "Performance pay is far more successful after an organisation has looked at policies like training, redesigning work and the participatory structure for employees. In the UK it is too often seen as a panacea, and the public sector needs to be wary."

The DMS has also found performance-related pay schemes tend to push up total pay bills in their early years. Mr Thompson's statement endorsed devolved structures where "they are expected to produce value-for-money - benefits greater than through centrally-controlled negotiation" - in Treasury speak, a clear signal that further cash will not be forthcoming.

● Flexible working practices. Again, there is no single picture. Two-thirds of local government employees are women, and so perhaps unsurprisingly councils have seen the most marked shift towards more flexible working patterns. Between 1975 and 1988 there was a marked rise (42 per cent) in the percentage of non-manual

Target training

FOLLOWING the party politicking of Wednesday's green paper on trade unions, it was pleasant yesterday to see Mr Michael Howard, the employment secretary, sharing a platform with representatives of business, labour and education to launch a series of targets for training. Mr Howard's decision, in 1990, to abandon his predecessor's commitment to such targets blasted a big hole in a training policy built around the employer-led Training and Enterprise Councils.

The Tecs are a vital attempt to achieve co-operation between employers, union, local government and educators towards a competitive training system. Their strengths are versatility, local commitment and entrepreneurial potential; their weaknesses insufficient national coherence and accountability.

Targets are needed so that those responsible for running the Tecs and designing vocational qualifications, know what they are aiming towards. Yesterday's targets demand that by 1997 at least 80 per cent of young people achieve NVQ level two or its equivalent of four GCSEs at Grade A to C, compared with the soberingly low 45 per cent who do so now.

There is something in the charge that in supporting these voluntary targets rather than the more rigorous ones recommended by the government is diluting its own commitment in the hope that it might thereby dodge the bill. Given the voluntary, co-operative basis of the Tecs, however, this may be the most practical approach. There could also be a handsome premium from getting all those necessarily involved in training signed up to an agreed set of aspirations. The extra investment inevitably required will have to come from both public and private sectors.

The plans do, however, contain a defect all too characteristic of training in the era of the Tecs: they lack openness and accountability. It is unclear how the National Training Task Force, an appointed body of uncertain clout, is to supervise the initiative and even less evident how the public will be kept informed of progress towards the targets. Some kind of annual reporting mechanism, possibly to parliament, is essential. The government is rightly keen to have clear tests of educational attainment for children; it must test its own training policies by equally firm yardsticks.

Free the Six

THE US government's decision to block the export to Iran of half a dozen British Aerospace 146 short-haul passenger jets is a blow to a British company's commercial interests. As the Iranians yesterday made their own response, by suggesting that they might prefer French aircraft anyway, the question is: can the American position be justified?

Since the aircraft would contain US-made parts, there is doubt that they fall within US sanctions legislation. Washington is entitled to use its arms exports rules to further its foreign policy.

However, the case of the BAE Six does not fit neatly into this framework. In the first place, the BAE airliners are not a dual use, military-civilian product and the administration has already approved the export of similar aircraft made by Fokker.

But the crucial point is the extent to which it is reasonable

for the US to insist upon the detailed interpretation of its own policies when the main commercial interest involved is that of a close ally.

The lessons of the Gulf war, the reform of CoCom restrictions on trade with eastern Europe and the recent G7 proposal for a world arms trade register are the same: co-operation between states is essential to prevent military technology getting into the wrong hands. When dictators can shop around, unilateralism does not work; by acting unilaterally without good justification, the US damages this co-operative approach.

When Mr Bush meets Mr Major for their summer break in Maine, the president should tell the prime minister the decision has been reversed, by freeing the BAE Six Mr Bush would signal his commitment to practice as well as rhetoric in co-operatively controlling the arms trade.

Shut-out for Gates?

■ George Bush sounds ever more strident in his defence of Robert Gates, his nominee to run the CIA. Both the US president and the government have protested too much? Washington's gripe was it that he has really decided to drop Gates for General Brent Scowcroft, his national security adviser who served Gerald Ford in the same capacity. There is an exquisite logic to such a move.

The general is one of the few senior US officials who escaped the 1986 Iran-Contra arms-for-hostages scandal which has dogged Gates, deputy CIA director at the time. Unobtrusive Scowcroft is utterly loyal to the president, and could be counted on to be confirmed by the US Senate.

By contrast, Gates faces a summer of damaging stories about Iran-Contra and his knowledge of other CIA activities, notably its use of BCCI, to which he cannot respond publicly because of his pending confirmation hearings. He thus again faces the "death by a thousand cuts" he suffered in 1987 when questions about Iran-Contra forced him to withdraw his nomination as CIA director under Ronald Reagan. (The natural escape would be for Gates, currently deputy to Scowcroft, to swap places with his boss. The post of national security adviser does not need Senate confirmation.)

It is of course remains to be seen whether Bush stands by his original choice. But at least he knows the job-swap option is a way to have the last laugh at his opponents' expense.

Dramatic change

■ When a colleague visiting Aberystwyth offered a drink to his host, the Scot demanded a double on grounds that the mere sixth of a gill offered at the bar was "a dirty glass". A fifth of a gill was a respectable measure. But it took a

OBSERVER

quarter gill to make a "dram" truly worth drinking.

The big dram had been condemned to vanish into a new, untested measure, little more than a sixth of a gill. But Scottish drinkers will be cheered to hear the government has now decided to allow a 35ml measure to be used for selling gin, rum, vodka and whisky - just a few aromatic atoms short of the quarter gill.

Announcing the reprieve, the government said it was "conscious that parts of Scotland have traditionally used the larger imperial measure. More conscious, perhaps, than some who've consumed them."

Brown's bank

■ What is going on at Brown Shipley, one of the grand old names in British merchant banking? First of all it loses its finance director, appropriately called Mr Careful, and now it has lost John van Kuffler, its go-ahead chief executive. It also lost a fair amount of money last year and cut its dividend for the first time in living memory.

Lord Farnham, a director for the last 32 years, is resigning the helm but promises me that there are plenty of people queuing up for the two jobs. Beyond that he is saying nothing. Nor is Kredietbank, which owns 29.5 per cent, or Giorgio Rossi, a former Credito Italiano banker who owns another 14 per cent. But given that they paid around £7.50 per share for their stake five years ago and the shares are now trading around £2.80, presumably they are none too happy.

It is a sorry sight. Here is a firm which was once so close to the Bank of England that it employed Montagu Norman and gave temporary employment to politicians like Edward Heath. Its former offshoots, Baltimore's Alexander Brown and New York's Brown



Brothers Harriman are still thriving in their own conservative way. Much like Morgan Grenfell, although on a far smaller scale, Brown Shipley has long since lost its way.

Full circle

■ The wheel of Fate proverbially spins fast, but in Poland the velocity is little less than shocking. President Lech Walesa, Nobel Peace prize laureate and famous freedom fighter, was arrested when General Wojciech Jaruzelski imposed martial law there in 1981, and held without trial for months along with thousands of other Solidarity trade unionists.

At the time, Jaruzelski said Poland was facing anarchy and so the move was necessary in order to "save the country from a worse fate" words which everyone in Poland took to mean a direct Soviet intervention.

Well, well, Walesa, who is having his own problems with turbulent unionists, has now been quoted in the Polish press as saying: "I would resort to force to save the country if

we were faced with anarchy or major strikes or if the situation became drastic."

Presumably he fears a Lithuanian intervention?

Toujours je suis

■ What is French Premier Edith Cresson's favourite word? All those replying "ants" or "homosexual" can go to the bottom of the class. The right answer is "I".

Paris consultants Infométrie have computer-analysed her last five interviews, and found that she says "I" or "me" on average 3.7 times per 100 words, peaking at a staggering 7.5 per cent of verbal output on one occasion.

The consultants, who say anything over 4 per cent is abnormally egocentric, have clocked President Mitterrand at an average of 4.2. But even at his most self-centred, he has rarely topped 5 per cent.

Infométrie also remarks that if Cresson says "must" any more often, her utterings will sound like incantations.

Ho Ho Phew!

■ The colour of reindeer Rudolph's nose was matched by the fates as well as the cloaks of 104 international Santa Clauses in Copenhagen for their world congress. The temperature was 25deg C.

But it did not stop them from tucking into their "Christmas dinner". It was roast pork with red cabbage then rice almond pudding - a mix sounding almost as off-putting to strict traditionalist Observer as the new Euro-carol the congress approved: a go-lash of lines from venerable carols of six countries.

Mind you, it was not entirely a case of goodwill to all men. The Finnish Santa had been excluded, apparently because the tourists' boasting success of Finland's claim to be Father Christmas's birthplace has got up the beards of rival claimants such as Norway, Iceland and Greenland.

Terence Conran has spent the last seven years meticulously restoring an old farmhouse in Provence.

David Hockney's beach retreat is crammed with leopardskin furniture and pub ashtrays.

artistic clutter?

164-PAGE SUMMER ISSUE

METROPOLITAN HOME

THE INSIDE STORY

Home thoughts rather than abroad

Germany's first monthly trade deficits are cause for concern among exporters, says Andrew Fisher

Germany's exporters have had the wind taken out of their sails over the past year. Although west German goods continue to dominate some export markets, companies with a high proportion of foreign business are finding the going a lot rougher than during the heady years of the late 1980s.

Then, the former West German's trade surpluses were so high as to be embarrassing — prompting calls, mainly from the US, for the country to stimulate its domestic economy and encourage imports. This year, however, Germany has recorded its first monthly trade deficits for 10 years. In May, imports exceeded exports by DM500m (\$270m) in united Germany. For west Germany alone, the deficit was DM1.1bn against a surplus of DM1.2bn in the same month of last year.

The fact that Germany is no longer notching up big surpluses does not mean that exporting companies are retreating from abroad. While the lucrative sales opportunities in east Germany have proved tempting, the addition to the domestic market by no means matches the size of export business. Moreover, east German demand is bound to slow down once immediate consumer expectations after unification have been met.

So west Germany's exporters remain keen to raise their performance in foreign markets, not least because their competitors — principally the US and Japan — are pushing deeper into Europe. Germany's car companies, for instance, are well aware that the Japanese are poised for an even bigger onslaught. Nor will the economic downturn in many of Germany's trading partners last; once foreign demand picks up again, German groups will pay closer attention to their traditional customers.

Mr Helmut Schlesinger, president-elect of the Bundesbank, says west German companies have recently found it easier to satisfy east Germany's hunger for goods than to face tough competition in world markets. "But our companies can't afford that for long," he says. "They can't jeopardise their market shares in the rest of the world. So I think they will soon make efforts to increase their export business again."

Two years ago, West Germany notched up a record trading surplus of DM13.9bn in 1989, this fell to DM5.2bn. The surplus for the whole of 1991, reckons Mr Jürgen Pfister, Commerzbank's head of economic research, is likely to be about DM500m. The decline is significant because exports account for roughly a third of the west German econ-

West Germany's biggest export customers

	1990		1989		Change over 1989
	DMbn	% of total	DMbn	% of total	
France	83.8	13.0	84.3	13.2	-0.6
Italy	80.0	12.5	79.8	12.5	+0.3
UK	54.7	8.3	54.4	8.5	-0.2
Netherlands	54.3	8.4	54.4	8.5	-0.2
Belgium	47.8	7.4	46.0	7.2	+3.8
US	46.6	7.3	46.6	7.3	+0.5
Switzerland	38.4	6.0	38.1	6.0	+0.8
Austria	38.8	5.7	35.3	5.5	+4.4
Spain	22.8	3.5	21.8	3.4	+4.8
Japan	17.4	2.7	15.3	2.4	+14.1

Bilateral trade

	1988	1987	1986	1985	1984
EC countries	51	62	81	95	84
France	15	16	18	24	19
UK	1	7	12	26	18
Spain	1	1	9	11	10
Italy	5	7	11	15	8
Netherlands	8	10	11	11	8
EFTA countries	34	34	34	37	30
Switzerland	13	11	15	17	15
Austria	12	11	13	14	13
Eastern Europe	3	3	5	6	3
US	28	24	17	8	10
Japan	-15	-15	-15	-17	-16
China	4	2	1	-1	-4

Source: Commerzbank

omy. For some sectors, such as machinery and cars, the proportion is much higher — about 60 per cent.

The reasons for this rapid reversal are not hard to find: German unification has sent demand from east Germany soaring, especially for consumer goods; the weakness of the dollar has made German goods abroad more expensive; recession in the US and parts of Europe has dampened demand for imports; and tensions arising from the Gulf war have hit business and consumer confidence.

Despite causing a jump in imports, unification has benefited west German companies which do business directly with east Germany. However, industry in the new eastern German states cannot enhance the national export effort because it has been flattened by the pressures of the transition to a market economy and the collapse of trade with eastern Europe. For east German companies, learning the facts of selling to demanding customers in the west will obviously prove hard; markets in the newly emerging democracies of eastern Europe will take time to revive, while prospects in the Soviet Union remain doubtful.

Apart from the economic disruption in the east, west Germany's exporters are also having to confront problems in their traditional markets. In the first five months of this year, west German exports were down by 3.7 per cent in real terms, compared with the corresponding period of 1990, and imports were up by 20 per cent. One company whose export performance has lagged is Siemens, the electrical and electronics group. In the first nine months of its financial year to September 30, domestic orders rose by 31 per cent, while export orders rose by only 13 per cent, lower than in previous years. Domestic order books were swelled by east German contracts, especially in telecommunications.

Another company feeling the export pinch is Linotype-Hell, a world leader in advanced printing equipment in which Siemens has a 33 per cent stake. It does more than 70 per cent of its business abroad; 30 per cent of total sales are in the US. In 1990, its US business was up by 5 per cent in dollars, but was 7 per cent lower when translated into D-Marks because the dollar was weak. On the other hand, it experienced a 28 per cent rise in its domestic business last year, mostly stemming from purchases by west German publishing houses expanding in the east.

"The economic landscape has definitely changed in the past 12 months," says Linotype's chief executive, Mr Wolfgang Kummer. While the company's sales to Japan rose 140 per cent last year, though from a low level, it experienced a severe downturn in the UK and in the Middle East. The Gulf war was partly to blame, and although it ended quickly, consumer and business confidence has still to pick up, especially in the US.

Among the sectors hit hardest by the tougher conditions

per cent jump in Germany in the same period against a 32 per cent drop in foreign orders. Similar sharp differences in domestic and foreign performance have been experienced in the paper-processing and printing, agricultural equipment, and food-processing machinery areas.

The effect of exchange rate movements can be critical for exporters. "When the yen doesn't appreciate (against the German currency) over a period and the dollar falls dramatically, this harms our industry enormously," says Mr Hans-Jürgen Zechlin, the VDMA's director. He cites the Asia-Pacific area, where German machinery exports have grown rapidly, but have yet to achieve the market penetration of Japanese and US manufacturers. "If a project worth, say DM200m, is calculated on a dollar rate of DM1.85 and the dollar goes below DM1.50, then losses can be big."

Although selling abroad has become tougher, economists expect next year to bring gradually rising surpluses again. By then, they forecast, the import surge caused by German unity will have slowed down. European economies will have started to revive, and the US recovery will be gathering pace.

"The economies in the industrialised countries should strengthen again," says Mr Schlesinger, "and this should help exports."

German businessmen are, however, aware that they need not only to retain their position in existing export markets, but also to win new ones as American and Japanese competitors increasingly throw down the gauntlet in Europe. Mr Kilian von der Tann, the head of KSB, the German pumps and valves manufacturer, says: "It would be dangerous just to sit comfortably in Europe and let them come right up to our door. We have to meet the challenges in other markets."

His attitude explains the export motivation of many German companies as their rivals mount attacks on a wider front. KSB is a medium-sized company that is a leader in its field, with about 10 per cent of the world pumps market. While Mr von der Tann still sees considerable growth potential in Europe, where most of its business is done — its overall export dependency is about 40 per cent — he is keen to expand. This means the US and Asia.

To stay vigorous in export markets, says Mr von der Tann: "We have to do our finest training every morning." The competition is certainly doing no less.

Joe Rogaly The ghosts of No 10



There must be something in the walls of No 10 Downing St. The ghosts of former masters of the British Empire are haunting the corridors of power.

Independent states, even if it looks like a federation. If he cannot, all may crumble, and he will be ousted. The Conservative party, divided over Europe, remains to be convinced that charm and pragmatism will protect Britain from EC federalist ambitions. Against that, the tribe of stubborn recalculators, of whom Mrs Margaret Thatcher is the most outstanding member, is dwindling in both numbers and influence. The odds favour Mr Major, who never forgets that it was the party that propelled him into office. He demonstrated his skills as a Tory manager, at some short-term cost in electoral support, when he arranged the buyout of the poll tax with money generated by raising value added tax.

As always, the office is creating the man

Major by his new residence. A disastrous by-election result in May was followed by some weeks of bad political news, not to mention accumulating evidence of a skilful Labour campaign of continuous promotion of its new moderate policies. The Conservative rating in the opinion polls fell sharply. My view at the time was that the Tories were behaving like a bunch of floundering amateurs. The conventional wisdom was that they would lose the next election. How would Mr Major react?

He kept his nerve. The evidence is not so much the predictable assertions of those around him as the government's economic strategy. Developments in backbenches are still mulling that Mr Norman Lamont, Mr Major's chancellor, may be destined to go down in history as the Roy Jenkins of this government. Lord Jenkins, you may recall, was the Labour chancellor who, in 1968, followed a policy of sound money and fiscal reticence. What happened? Labour lost the 1970 election. Mr Lamont's cautious reduction of interest rates by a

series of half points is dictated by the cash of monetary virtue sworn when Britain joined the exchange rate mechanism of the European Monetary System. Will virtue be rewarded as painfully this time as in 1970? It is a terrifying thought. Some chancellors, and some prime ministers, might have panicked before now.

Instead, Mr Major brought in the professionals, the "gang of four". These are Mr Chris Patten, party chairman; Mr Richard Ryder, chief whip; Mr John MacGregor, leader of the Commons; and Mr John Wakeham, nominally energy secretary but actually the most experienced news manager of the team. They meet in Downing St every morning at 8.15. Collectively, they match up to Labour's Mr Peter Mandelson, the political operator who brought Mr Neil Kinnock's party to above 40 per cent in the polls, leaving it to Mr K to keep it there.

The gang has recently nursed Britain's media through a series of government policy announcements, all counters to Labour's continuous launches. It has helped Mr Major make the best of a good hand, dealt him as host to the Group of Seven meeting of heads of government; the prime minister himself grew visibly in self-confidence as he saw he could not only pull that one off, but also manage difficult exchanges of view with the indignant President Mikhail Gorbachev. The Citizen's Charter, launched with taxpayers' money this week, was a similar exercise in party propaganda whose side-effect must be a further boost to Mr Major's morale.

Then on Tuesday, doubtless with the gang's prior approval, the prime minister prepared to hit back at Mr Kinnock should he use question time in the Commons to insinuate backstairs pre-knowledge of the fraud at BCCI. Mr Major clearly felt sufficiently in command to allow himself to lose his temper, for a fleeting second. That should further establish his control, for now — but let him beware. If he wins the next election, as he has every chance of doing, the ghosts of Downing St will begin their oldest trick of all: setting him up for a fall.

LETTERS

Minister finds criticism of industrial relations proposals 'unconvincing'

From Mr Michael Howard MP.

Sir, I welcome your support for a number of the proposals in my green paper, Industrial Relations in the 1990s, but I was surprised by your reaction ("Politics and trade unions", July 25) to my proposals on the "check-off". Bridlington and the legal status of collective agreements. I believe that your analysis of the effect that these proposals might have is mistaken.

On the check-off, my proposal is simply that automatic deductions of union subscriptions from pay are not made without the consent of the individual employee. I do not propose to make the check-off unlawful (as it is, for example, in France). On the contrary, nothing in my proposal would prevent these arrangements from continuing if union members want them to do so.

My proposal could result in what you describe as "a significant loss of membership", only if a large number of union members are currently paying subscriptions to trade unions through the check-off without their knowledge or against their will.

I find your arguments against allowing union members the freedom to choose which union they join singularly unconvincing. There could be no clearer example of how the TUC's Bridlington principles deny union members the freedom to decide which union to join than the case of the Union of Construction Allied Trades and Technicians (UCATT), which you mentioned in your letter. Because of Bridlington, those many UCATT members who have lost all confidence in that union find the only TUC union to which

they can belong is the union they want to leave.

You claim that Bridlington "tends to mean fewer, less fragmented unions". In fact, the opposite is the case. If a group of workers find that they can no longer tolerate remaining within an existing union, the operation of Bridlington means that they have to set up a new union outside the TUC. There have been several examples of this in recent years, including airline cabin crew who left the TGWU because of its policies and started their own union outside the TUC because they were denied the right to join another union.

Nor is there any reason why employers with, for example, single union agreements, should fear the consequences of allowing union members greater freedom of choice. Single union agreements are about recognition and negotiating rights, not union membership. They do not prevent employees from joining other unions. Since the repeal of the last government's wholly discredited legislation on trade union recognition, it has been for employers to decide which trade unions they recognise for collective bargaining and other purposes.

Finally, I was surprised that you dismissed so lightly my proposal to encourage the development of legally binding collective agreements. The law in the UK is virtually alone in creating a presumption that collective agreements are not legally binding. In most other industrialised countries it is normal practice for collective agreements to have the status of contracts which impose obligations on both parties. In those countries employers and

trade unions alike find that this brings greater clarity and precision to collective bargaining and greater stability to industrial relations. I have no doubt that the development of legally binding agreements here would make the UK even more attractive to foreign investors who are familiar with legally binding agreements in their own countries and find the UK tradition of non-binding agreements strange and inexplicable.

Michael Howard, Secretary of State for Employment, House of Commons, Westminster, SW1

Union backs efforts to reverse veto on BAe 146 deal with Iran

From Mr K Gill.

Sir, The government, the company and, above all, the British Aerospace workforce are perfectly justified in their anger at the US government's decision to block the sale of six BAe 146 aircraft to Iran.

Quite apart from the threat to 1,500 jobs at Hatfield the workers and their unions have always had a special interest in the development and success of the 146.

It was their four-year struggle from 1974 which was largely responsible for the aircraft getting off the ground at all. Unfortunately, private industry had no faith in the project. The workforce did. Without this faith and the subsequent organisation and determination of the unions, the BAe 146 would not exist.

Seventeen years later, the aircraft is in service on four continents. It is a trade union success story and world leader.

We fully support Mr Lilley's attempts to persuade the US government to reverse its ban. Its approval of the Paker deal between Iran and the Netherlands last year could be interpreted as double standards.

But it is also due to the "special relationship" Mr Lilley's government has built up with the United States. This is a relationship in which Britain is the junior partner and one in which the American government seeks to intervene in our affairs and determine our industrial policy.

Where BR's problem lies

From Mr Neil Moore.

Sir, I have long been convinced that British Rail, certainly Network SouthEast, would be unsaleable by privatisation if only because a large proportion of the City's investment managers have daily personal experience of its manifest shortcomings. Moreover, the need to finance capital investment, though obviously important, is not the central issue. The main problem is the mind-boggling incompetence and complacency of BR's management which successive BR chairmen have seemed unable or unwilling to tackle.

Neil Moore, Remley, Bridge Green, East Sussex

Banking practices need revising

From Mr Robert Pringle.

Sir, The more persuasive the governor is in explaining the difficulty that the Bank of England had in finding out what was happening at BCCI, and then in acting on it, despite anecdotal evidence of systematic wrongdoing ever since 1976, the greater will be the suspicion that other banks which should also be closed are still operating. This lends urgency to the case for a revision of the UK and international bank regulatory practices made by Professor Richard Dale (July 25).

Robert Pringle, editor, Central Banking, 33 Grosvenor Court, Grosvenor Street, W1

Fax service
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However you spend yours, we think you'll find Weekend FT is doing much the same.

Pick up a copy this Saturday and find out.

Weekend FT

ANC and violence in S Africa

From Mr NA Tomalin.

Sir, The ANC may try to blame Inkatha and the security forces for the violence in South Africa during the past five years, but your correspondent must know that this is not true. ("Buthelet tries to shrug off scandal", July 25).

Up to March 1987 the recorded deaths of black people by burning — the method of intimidation encouraged by Mrs Mandela — numbered 89.

These were known and recorded deaths no one knows how many went unrecorded.

And while people were being "necklaced" the ANC was receiving substantial financial support from many sources far exceeding any payments made by the South African government to Inkatha.

NA Tomalin, Highfields, Gussage All Saints, Wimborne, Dorset

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INSIDE Goodyear Tire moves back into black

Goodyear Tire & Rubber, the large US tyre group, moved back into the black in the second quarter of 1991, but warned that it was still suffering from the "severely depressed" car industry and the weak US economy. Page 18

McDonnell Douglas up 35%

McDonnell Douglas, the US aerospace and defence group, yesterday reported a 35 per cent rise in second quarter earnings and a significant reduction in its indebtedness. Page 18

First Ecu management buyout

Financing for the first management buyout denominated in Ecu has been completed by a syndicate of banks led by Kleinwort Benson and BNP Paribas. Management of MediMedia, which publishes medical journals and directories, is buying the company from Dun & Bradstreet for around Ecu60m (\$70m). Page 19

Thorn agrees software sale

THORN EMI has agreed a \$22m (\$137m) management buyout of its software business. Thorn will retain a 20 per cent stake in the company which will be renamed Data Sciences. Page 22

ICL buys stake in Bell unit

ICL, the UK-based computer company, yesterday announced it had bought a 50 per cent stake in the European computer service operation of Bell Atlantic, the US telephone company. Page 22

In a state of flux

The planned switch to screen-based trading on the Italian equities market in September marks a giant leap forward for reform. But dealers are still in dark on which shares will be traded, how quickly the number of stocks traded will be increased, and the exact day when the changes will take place. Haig Simonian reports. Page 20

Insurers take the plunge

It has been a bumpy ride for the German insurance industry, under pressure from high interest rates and the demands of EC regulations. Yet, in the last month, two German insurers have launched the biggest issues seen in recent years. Back Page

Golden handcuffs

Hedging has become the latest motherlode for gold producers anxious to protect profits. But the speed of communications means that most producers tend to act at the same time, trapping prices in a narrow trading range. Efforts to prevent a collapse in the gold price will probably prevent a strong recovery. Page 24

Digital takes \$1bn charge to cover job cuts

By Martin Dickson in New York

DIGITAL EQUIPMENT, the second-largest US computer manufacturer, yesterday announced a fourth-quarter net loss of \$871m as it took a \$1bn special charge to cover the cost of a sharp reduction in its workforce and plants. The company would not spell out the number of employees affected, but it did say some 2,000 might leave this quarter and in an interview last month Mr John Smith, senior vice-president for operations, revealed Digital had

drawn up contingency plans for 9,000 to 10,000 job losses, or around 9 per cent of the payroll. Wall Street had been expecting the company to take action to reduce its cost structure but the size of the charge both surprised and pleased many analysts, who saw it as a sign of management decisiveness. Digital shares rose 3 1/2% in morning trading to stand at \$70 1/2 at midday in New York. The company also announced an improvement in operating results which boosted earnings

per share - excluding the special charge - from 68 cents to \$1.10, which was broadly in line with market expectations. Three main factors lie behind its cost-cutting programme: advances in computer manufacturing technology have sharply reduced the number of workers and space needed to make equipment; the recession has reduced demand across the industry; and a shift towards smaller, cheaper equipment has slowed sales of Digital's minicomputers.

Earlier this week Unisys, the struggling US computer manufacturer, announced a \$1.2bn special charge to cover 10,000 job losses and other cost reduction measures. International Business Machines, the industry leader, is also slimming its staff. Digital, which has suffered declines in earnings per share for the past three years, has already cut 9,000 jobs from its peak employment of around 125,000 in late 1989. It said about half of the \$1.1bn

special charge would cover staff reductions or job retraining, and the other half would involve rationalisation of the group's plants and other facilities. The company's fourth-quarter \$871m loss compared with a loss of \$257m, after special charges, in the same period last year, while the loss per share after charges rose from \$2.11 to \$7.06. Operating revenues rose 17 per cent in the quarter, to \$3.94bn, although that was helped by a \$140m contribution from Kienzle, the German computer company which Digital acquired control of last December. The group's product sales rose from \$2.06bn to \$2.84bn, while services rose from \$1.3bn to \$1.6bn. For the full 1991 year, the company reported a net loss after charges of \$617m, or \$5.08 a share, compared with income of \$74m, or 59 cents in 1990. Income per share before charges dipped from \$4.19 to \$3.17, while sales rose from \$8.14bn to \$8.3bn.

UK chemicals group announces high profits as Hanson hovers

All eyes on ICI's vital restructuring

By Robert Peston in London

At 4pm, after hosting three conferences, ICI's results and having to provide further analysis on five television stations, Sir Denis Henderson settled down to a cup of china tea in his parlour office. Results of Britain's biggest company were vastly better than analysts' expectations. How much of the credit for the performance should go to Hanson, the conglomerate which has been circling ICI? Sir Denis has been told by his public relations advisers that he should at all times be polite about the company run by Lord Hanson. ICI did not speed up plans to cut costs to ward off the threat of a hostile bid, says Sir Denis. But Hanson's bid, at a 2.5 per cent shareholding, has "concentrated our minds". ICI's pre-tax profits in the six months to June 30, at \$507m (\$852m), were some \$40m more than the most optimistic analysts' forecasts. "They underestimated how quickly we would benefit from measures already taken to cut costs," Sir Denis says. But he is still dissatisfied with the results, since they are down 31 per cent on the first half of last year. ICI made a \$300m provision last year to cover the costs of this reorganisation. But that is a post-tax figure. It emerged yesterday that the actual amount being spent by ICI is more than \$400m. "We expect that, on completion of these actions over the next two years, the profit of the then ongoing ICI Group will be improved by over \$400m per annum," Sir Denis says.

Colin Short, ICI's finance director, says he has been advised that the estimate does not represent a forecast of profits under Stock Exchange rules. However, ICI's three merchant banks and its accountants have verified the figure, according to Sir Denis. He adds that the \$300m provision covers more than 50 actions being taken by the company, all of which fall into one of three categories: cutting staff levels; pulling out of certain businesses; and shutting down factories. "We have begun to implement more than half these measures," Sir Denis says. Job losses will be at least 5,000 in the second half of the year, and total staff cuts are likely to be well over 20,000. However, Sir Denis refused to say how many jobs would go through the disposal of businesses and how many from redundancies. Three divisions have been selected for the most sweeping

cost-cutting measures. Petrochemicals, which makes dyes and ingredients for detergents. Some 2,000 jobs are likely to go in the next few months. Materials, which manufactures advanced plastics and acrylics. The company estimates annual savings of up to \$50m by cutting out research on advanced composite and set materials used in aviation and defence. Industrial chemicals, which groups together ICI's oldest businesses in bulk chemicals. ICI plans to cut 1,000 white collar jobs in the UK.

Sir Denis insists that petrochemicals are performing far better than in the last recession. "In 1982, we lost \$130m," he says. "After that, they set themselves a target of never being a drain on our cash reserves. They are doing better than that."

The emphasis in the four other divisions is to make them more efficient. ICI hopes to expand the pharmaceutical division through either a joint venture or by acquiring a medium-size rival. If the right company comes along, says Sir Denis, ICI would spend "much more than \$1bn". The ICI chairman expected that the group had inflated profits as a form of defence against the threat of a takeover from Hanson, but he insists the results were clean trading figures. "There is more analysis of this company than any in living memory," he says. "We would be stupid to produce fannies."

The biggest contributor to ICI's unexpectedly good performance was the pharmaceutical division, which made record profits of \$145m in the second quarter. None the less, he cautions against becoming too optimistic about prospects for the full year, since the company tends to earn a disproportionate amount of its profits in the first half. Should analysts raise their forecasts to \$1bn? "I hope they don't," he said. For the first time in the interview, he looked anxious.

As what about Hanson? If it is still a small shareholder breathing down ICI's neck when the final results are announced, then Sir Denis says he will cope. Results, Page 18



Sir Denis has been told by his public relations advisers that he should always be polite about the company run by Lord Hanson

Results leave analysts divided

By Charles Leadbeater, Industrial Editor

MR TOM Crombie, a senior fund manager at Scottish Equitable, is enjoying his view of ICI's results with Hanson. Mr Crombie, says of the chemicals group's interim figures: "There is more to come, yet, and it will be good for us and good for ICI. It has not gone anywhere for five years, but now we are about to get an improvement in performance."

ICI executives might have hoped that the better than expected profits would tip the balance in its favour among analysts and fund managers. There are, however, two ways of interpreting the improvement in ICI's performance. One way is to take the view that ICI's management may be

getting to grips with the group and should be left to carry on. Mr Jeremy Chaney, chemicals analyst at Kleinwort Benson, the stockbrokers, said: "They are grasping the bull by the horns; there is evidence of real underlying improvement."

However, it may also be evidence that Hanson has been the catalyst to get ICI moving. Mr Stewart Newton, the founder of Newton Investment, the fund management group, said: "ICI needs the pressure from Hanson and I hope that pressure continues for some time."

Analysts were impressed that profits were higher than forecast. There were two chief doubts. The first is the quality of the

profits improvement. Mr Richard Henderson, an analyst at Nomura Research Institute, said that some of the improvement came from erratic items, such as an unexpected upturn in agro-chemicals. The better than forecast performance of industrial chemicals was hard to explain, he said.

A Scottish fund manager said: "We have seen it before. A cyclical company, which is under pressure from a predator, delivers great results, despite a severe recession. This was par for the course as an image-building exercise."

The second doubt concerns the credibility of the forecast \$400m addition to 1993 profits which will flow from cost cutting. Mr

Alasdair Nisbet at UBS Phillips & Drew estimates that savings of \$400m could come from 20,000 jobs losses and cuts in research from the disposal of advanced materials businesses.

Ms Ginty Price, an analyst at BZW, the stockbrokers, said there was too little information about when the savings would flow into profits. By 1993 ICI will have a very different structure, so it would be difficult to calculate the overall impact on profits. Even the most cynical analysts were last night upgrading their profit forecasts. The consensus is that the price of a bid for ICI has gone up. No analyst believes that the time has come for Hanson to relax its pressure.

Delta fall in profits

PROFIT figures from two of the largest US airlines, yesterday underlined the industry's continuing difficulties in the second quarter of 1991, writes Nikki Tait in New York.

United's net profit was \$52.7m, compared with \$148.3m in the same period of 1990. At the operating profit level, the figure was down from \$178.5m to \$63.7m.

Delta saw after-tax profits of \$19.2m in the April-June period - the fourth quarter of its financial year - compared with \$74.1m a year earlier. United and Delta said some traffic did not recover from the Gulf situation until the end of this period and profitability was depressed by widespread fare promotions.

According to Delta, the discount fare promotions, which the passenger mile yield to decline 1 per cent. United added that the recession suppressed the higher-yielding business travel market.



Sale of the Northern Ireland Generating Companies

H M Government is seeking prospective purchasers for

Northern Ireland's four electricity generating stations. The stations are located at Ballylumford, Belfast West, Coolkeeragh and Kilroot.

A Preliminary Memorandum is now available for prospective purchasers. This contains outline information on each of the generating stations and sets out the procedures which a prospective purchaser should follow to pre-qualify to tender for one or more of the generating stations. Pre-qualification submissions should be made by 23rd August, 1991.

Prospective purchasers which have pre-qualified and signed a confidentiality undertaking will be provided with a detailed Information Memorandum to enable them to formulate their tenders.

The Preliminary Memorandum may be obtained from the advisers to H M Government:-



The Electricity Privatisation Unit,
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Norsk Hydro drops to Nkr1bn

By Deborah Hargreaves in London

NORSK HYDRO, the Norwegian oil, metals and fertilisers group, saw its first-half net income fall from Nkr1.27bn to Nkr1.1bn (\$147.7m) following a Nkr380m exchange rate loss.

Second-quarter net income slipped from Nkr459m to Nkr391m as turnover fell from Nkr1.85bn to Nkr1.4bn. Turnover in the first half rose from Nkr3.04bn to Nkr3.1bn as the company's oil and gas, and fertiliser divisions buoyed the weaker performance by its light metals and chemicals operations. Group operating income in the first half declined from Nkr3bn last year to Nkr2.95bn.

The results came in slightly below earlier analysts' forecasts and the company's shares slipped Nkr2 to Nkr188. But analysts

pointed out that the Nkr380m exchange rate loss is no indication of the strength of the group's underlying business.

About 60 per cent of Norsk Hydro's earnings comes from its oil and gas division, where operating income rose from Nkr1.28bn to Nkr1.3bn in the first half. The company boosted its oil output and prices increased to an average of \$19 a barrel from \$16 a barrel in the same period last year.

Total production of oil equivalent rose from 1.5m tonnes in the second quarter of 1990 to 1.9m tonnes in the same period of 1991. Exploration spending rose in the second quarter from Nkr171m to Nkr247m. Gas price changes lag behind the oil price by about four months. This means the group is

experiencing lower returns on gas sales.

But its oil and gas production is expected to see strong growth over the next five years as it brings more Norwegian fields on stream. Analysts have put this growth from 150,000 barrels of oil equivalent a day last year to 195,000 b/d by 1995.

The group's agriculture division saw operating income jump from Nkr596m to Nkr664m in the first half.

The light metals and chemicals operations were badly affected by the recession, over-capacity in the aluminium market and a cyclical downturn in chemicals. Earnings per share dropped from Nkr6.20 to Nkr4.90 for the first half. Analysts estimate earnings per share of Nkr13 for the year.

INTERNATIONAL COMPANIES AND FINANCE

Norsk Hydro sells 10.3% share stake in Ranger Oil

By Bernard Simon in Toronto

NORSK Hydro yesterday disposed of its 10.3 per cent stake in Ranger Oil of Calgary on the open market, leaving the Canadian oil and gas producer, which has extensive North Sea interests, with no single significant shareholder.

The Norwegian utility sold its 10m Ranger shares on the Toronto Stock Exchange at prices between C\$8.63 and C\$8.75 a share for total proceeds of about C\$86m (US\$74.7m).

The price is only slightly below the C\$9 per share which the Norwegian company was asking when it first put its stake up for sale last December.

Ranger, at that time, waived its right to find a buyer for

Norsk Hydro's shares, but asked it to distribute the shares as broadly as possible.

The Norsk Hydro block was bought by RBC Dominion Securities, which immediately began selling the shares on to institutional buyers.

According to Mr Denis Mote, analyst at Maison Placements in Toronto, Ranger is one of the institutions' favourite Canadian energy companies, thanks largely to its sizeable North Sea exposure. North American energy companies are being hit by falling natural gas prices.

Ranger's biggest shareholder, with a 6.7 per cent stake, is Mackenzie Financial, one of Canada's largest mutual fund distributors. Another 5

per cent is held by the estate of Mr Jack Pierce, Ranger's entrepreneurial founder, who died earlier this year.

Analysts have speculated that Ranger may soon be the target of a takeover bid.

Mr Jack Dymont, Ranger's president, said yesterday that "shareholders will have to come to their own conclusions about what they want to do".

The managers of the company own less than 1 per cent of the stock.

Mr Dymont said Ranger will continue to focus on the North Sea.

It has four projects under development, all of which are scheduled to come on stream between the end of this year and 1994.

Gildemeister warns on dividend as sales slide

By David Goodhart in Bonn

GILDEMEISTER, one of Germany's biggest machine tool producers, warned yesterday that it would probably not be able to pay a dividend in 1991 following a sharp drop in sales and orders in the first half of the current year.

The company received DM109m (\$66.5m) less in incoming orders in the six months which, when compared with the same period last year, represents a 30 per cent drop.

The order income for lathes is especially poor - 39 per cent down on 1991. Overall sales for the first half also slipped by 13 per cent.

Gildemeister's results partly reflect the much more difficult exporting climate for Germany's mechanical engineering sector, the motor of the country's export machine. Mr Hans-Jürgen Zechlin, head of the VDMA, the mechanical engineering trade association, said recently that the sector expected a real drop in production in the current year.

Mr Axel Kemna, Gildemeister's chairman, told shareholders at the annual meeting yesterday that the west European market, with the exception of Germany, had collapsed. He also blamed wage rises, sharper export controls and the unfavourable dollar exchange rate.

Banco Comercial Portugues stages strong advance

By Patrick Blum in Lisbon

BANCO Comercial Portugues, Portugal's second largest bank, has announced strong increases in profits and assets for the first half of this year.

Pre-tax profits were \$11bn (\$73m), 34 per cent up on the \$8.5bn achieved in the first six months of last year.

The bank's subsidiary companies contributed \$1.4bn to profits compared with \$300,000 for the same period last year.

The bank's total assets rose more than 50 per cent from \$565bn to \$862bn in the 12 months ending in June.

La Repubblica float closer after purchase of Ascoli

By Haig Simonian in Milan

MR CARLO De Benedetti, the Italian industrialist, yesterday moved a step closer to restructuring his publishing interests following the election of his supporters to the board of Cartiera di Ascoli, a quoted holding company.

The appointments are an important step to floating La Repubblica, the big newspaper which came under the undisputed control of Mr De Benedetti's CIR holding company following the division of Mondadori, Italy's leading publishing group, last May.

Under the peace agreement signed between Mr De Benedetti and Mr Silvio Berlusconi, his rival for control of Mondadori, Mr De Benedetti acquired Cartiera di Ascoli, a shell company whose main asset is its stock market quotation.

Mr Arnaldo Borghesi, the new chairman of Cartiera di Ascoli, confirmed yesterday the company would be used as the vehicle for La Repubblica's flotation. By making the reverse takeover of a quoted concern, it will be possible to float La Repubblica much more quickly than by seeking an independent listing.

Mr Borghesi also said that the timetable for the merger between La Repubblica and Cartiera di Ascoli was on schedule for October.

The latest move follows the announcement earlier this week that L'Espresso, the publishing group which also came under Mr De Benedetti's control following the Mondadori deal, planned to raise up to L230bn (\$352.2m) via a rights issue. The deal will reduce CIR's stake from 76 per cent to 51 per cent, guaranteeing a sizeable float of L'Espresso shares on the stock exchange.

Dumez strengthens SAE links

By George Graham in Paris

DUMEZ, the construction and civil engineering division of France's Lyonnaise des Eaux-Dumez conglomerate, is to strengthen an alliance with Société Auxiliaire d'Entreprise (SAE), another leading French construction group.

The groups will together take control of Razel, an excavation company, for up to FF373m (\$62.6m). Dumez, meanwhile, has acquired a 45 per cent stake in SAE for FF219m.

Dumez bought its stake in SAE from Mr Michel Pelage, the property developer who had built up a 33 per cent shareholding in the company but whose efforts to win control crumbled 10 days ago when he was forced to sell

most of his SAE shares to a pool of banks.

A Dumez official said the company intended to go no further than 45 per cent, the fact that the stake had been announced at all, although below the 5 per cent threshold where declaration is legally compulsory, showed that it supported SAE's management, he said.

"This is definitely not the first step on a staircase," the official said.

The SAE stake was bought at the same price of FF21.200 a share at which Mr Pelage sold out to a group of banks and financial institutions led by Crédit Lyonnais, his principal banking ally, and Paribas, the investment bank which led the

defence for SAE's management.

Dumez already owned 13.5 per cent of Razel, an earthworks specialist which has recorded pre-tax losses in each of the last five years, and which made a net attributable profit of FF2.2m in 1990 thanks only to an extraordinary gain of FF31.6m, after a net loss of FF105m in 1989.

The construction group will buy the 58 per cent held directly and indirectly by the Razel family at a price of FF710 per share, valuing the company at FF432m, and will offer the same terms to minority shareholders.

Dumez said control of Razel would then be shared equally with SAE.

Heracles earnings jump 38%

By Kerin Hope in Athens

HERACLES General Cement, the state-owned Greek producer which is due to be privatised later this year, reported a 38 per cent improvement in earnings for 1990.

Net profits reached Dr4.79bn (\$24.6m), compared with Dr3.46bn the previous year. Sales of cement and clinker in 1990 rose by 21 per cent from Dr39.1bn to Dr 47.4bn.

Company officials said that Heracles maintained its position as Europe's largest cement exporter in 1990, earning \$88m

from overseas sales. Exports accounted for almost half last year's total cement production of 6.5m tonnes.

Although Heracles' main export markets are still in western Europe and North America, efforts are being made to develop new markets in Africa, where sales increased by 33 per cent last year, and in Asia. The company exported clinker to Thailand for the first time last year.

Heracles forecast net profits of Dr6bn for 1991, after stronger-than-expected results for the first five months.

In preparation for privatisation, Heracles plans to dispose of several subsidiaries that are not directly concerned with cement production. Elvim, a manufacturer of power transformers and electrical switching equipment, is to be sold to Merlin Gerin of France, which belongs to the Schneider group. Merlin has offered Dr1.7bn for Elvim, which reported profits of Dr38.8m on sales of Dr2.01bn in 1990.

The Swiss group last year increased its net consolidated earnings by 8.3 per cent to SF137m.

The purchase of La Chiffa marks the Swiss group's first step into Chile. Zurich Insurance has a big operation in North America, accounting for 28.9 per cent of its gross premium income of SF17.3bn last year.

The Swiss group last year increased its net consolidated earnings by 8.3 per cent to SF137m.

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Munich Re expects to maintain its payout

By Richard Lapper

MUNICH Re, Europe's biggest reinsurer, will maintain its dividend at DM10 a share despite losses in its reinsurance business in 1990. In an interim report for the six months to June 30, Munich Re said its reinsurance result had been adversely affected by the European storms of January 1990.

The loss was the second biggest in the company's 100-year old history.

Munich said it was withdrawing funds from its equalisation reserves - a special category of reserves set up to help meet catastrophe claims - "owing to the exceptional burden of the winter storms".

A profit earned from "general business" also helped offset the reinsurance losses. Premium income rose by 4 per cent to DM13.1bn (\$7.4bn) although the increase was higher in original currency terms. Premiums from life reinsurance rose to DM2.6bn, fire to DM2.5bn, motor DM2.3bn, and engineering DM1.3bn.

Owners Abroad forecasts deficit for first half

By David Churchill, Leisure Industries Correspondent

OWNERS ABROAD, the UK's second largest package tour operator, yesterday announced its expected first-half pre-tax loss but said it was on course for profits growth in the full year.

Accounting policies mean that it does not take account of earnings from holidaymakers until their actual departure in the second half of its financial year, even though most of the costs incurred by booking holidays comes into the first half.

The company, which also operates the Air 2000 charter airline as well as an airline seat wholesaling business, announced its interim pre-tax loss for the six months to April 30 1991 of £21.4m (\$36m) compared with £10.4m at the same stage last year.

Turnover, however, rose by 76 per cent from £81.5m to £143.4m, reflecting the increase in business following the acquisition of the Redwing holiday group from British Airways last autumn.

Pre-tax profits in the last full year were £15.3m on turnover of £497.8m.

Mr Howard Klein, Owners' chairman, pointed out yesterday that the company made a "positive contribution to overheads" during the first half

and was not trading at a loss. The results were in line with expectations, and the shares closed 3p higher last night at 90 1/2p.

The interim dividend is being raised 10 per cent to 0.9075p (0.58p).

Owners' first-half performance might have been worse as a result of the Gulf war. The collapse of the International Leisure Group enabled it to increase its holiday sales as well as to enlarge its charter airline fleet by buying two Boeing 767 aircraft formerly operated by the ILG subsidiary, Air Europe.

Air 2000 is the first charter airline to operate out of Heathrow, after the relaxation of restrictions. It has sold its entire capacity for this summer, flying both Owners' holidays - booked through brands such as Falcon and Summed - and clients of other holiday companies.

Mr Klein said yesterday that after the uncertain start to the year caused by the Gulf war, holiday bookings were ahead of target. More than 85 per cent of its holidays for this summer have been sold; a higher percentage than ever before at this time of the year.

Second quarter downturn at Rio Alcom

By Robert Gibbens in Montreal

RIO ALGOM's second quarter was hit sharply by lower profits from uranium, copper and coal mining and from metals distribution.

The company has hired RBC Dominion Securities and S.G. Warburg to seek formal offers for its metals distribution business, following last January's decision to concentrate on mining.

Rio Algom's second quarter profit was C\$6.4m, down from C\$19.2m, reflecting partly the shutdown last year of two uranium mines.

Lower commodity prices and a high Canadian dollar affected copper, and coal export prices were lowered from January 1. Also potash markets were highly competitive and the mining lost money.

First half net profit was C\$20.4m or 44 cents a share, down from C\$39.3m or 86 cents a share a year earlier, on revenues of C\$538m against C\$710m.

Zurich Insurance acquires 97% of Chilean company

ZURICH INSURANCE, Switzerland's biggest insurance group, has paid \$24m for 97 per cent of La Chiffa, a Chilean insurance company, writes William Dullforce in Geneva.

With a premium income of \$40m a year, La Chiffa holds 8 per cent of the Chilean life business and over 3 per cent of the life business.

It employs 607 people and operates 25 offices throughout the country. Mr Augustin Edwards will continue as chief executive.

The purchase of La Chiffa marks the Swiss group's first step into Chile. Zurich Insurance has a big operation in North America, accounting for 28.9 per cent of its gross premium income of SF17.3bn last year.

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INTERNATIONAL COMPANIES AND FINANCE

Australian Consolidated bid may have to be raised

By Mark Westfield in Sydney

WESTERN Mining Corporation and Normandy Poseidon may have to increase their AS220m (US\$163m) take-over offer for Australian Consolidated Minerals after the market bid the stock up strongly to 99 cents, well above the 80 cents a share offer price. More than 6.5m shares or 2.8 per cent of ACM's capital, changed hands yesterday.

The bid has run into early trouble with ACM directors recommending that shareholders reject the offer. Its main shareholder, the Monaco-based

AFP Group with 27 per cent of the diluted capital, has declared 90 cents insufficient. AFP is planning a major restructuring and is expected to sell at what it considers the right price.

The bid is pitched 40 per cent above the average trading price of the past three months but analysts value ACM at between AS1.05 and AS1.15 a share.

Mr Graeme Walker, Normandy Poseidon's secretary, said the bid would proceed despite the rejection by ACM

and its main shareholder.

The joint bid was also thrown into confusion by the last-minute agreement between ACM and the Finnish group Outokumpu Oy to develop ACM's potentially rich Mount Keith nickel deposit in western Australia. Outokumpu has already made a AS10m down payment on its AS30m commitment to the joint venture.

Mr Fred Grimwade, Western Mining's secretary, said the bidders want to discover more about the deal.

Outokumpu, Page 24

Asahi Glass down 15% in sluggish market

By Steven Butler in Tokyo

ASAHI GLASS, Japan's biggest glass-maker, yesterday reported a 15.5 per cent decline in pre-tax profits to Y39.94bn (US\$246.7m) in the first half of the year.

Asahi attributed the fall to increased expenditures on research and development, depreciation, and increases in fuel, raw materials and distribution costs.

Sales rose by 2.2 per cent to Y498.4bn in the face of a sluggish market.

Housing investment has been slack while the growth in capital spending throughout the economy has slowed.

After-tax income declined by 8.4 per cent to Y20bn. Sales of glass and construction materials rose by 1.9 per cent to Y256.5bn.

A decline in sales for flat glass and construction materials was offset by higher demand for specialised glass.

Sales of fabricated glass to the motor industry were flat, reflecting a slowdown in that industry.

Chemicals sales rose by 3 per cent to Y181bn, with increased demand for soda products and fluorinated speciality chemicals.

Income from sales of vinyl chloride, plant equipment and technology licensing declined. Ceramics sales rose by 12.8 per cent to Y177bn while electronic products sales increased by 2.4 per cent to Y24.6bn.

Other items, such as ophthalmic lenses and frames and health equipment fell by 9.4 per cent to Y18.4bn.

A decline in Asahi's cash balance also affected the results. Interest and dividend income fell from Y14.6bn in the first half of 1990 to Y10.5bn this year, while interest expenses rose from Y3.9bn to Y4.2bn.

Asahi said the outlook did not allow much room for optimism, but that it expected to see sales increase by 4.1 per cent to Y1,060bn for the year as a whole, with an increase in pre-tax profits of 14.7 per cent to Y73bn.

An interim dividend was declared at Y4.5 per share, with an identical dividend expected for the second half of the year.

Protests push Fernz into 28.5% profits decline

By Terry Hall in Wellington

PROTEST activities in Melbourne over Fernz Corporation's new herbicide plant cost the New Zealand-based fertiliser company NZ\$62m (US\$35.1m) in lost sales, the company said yesterday.

It said this was the main factor in the company's 28.5 per cent profits fall in the year to March 31, which was NZ\$5.7m less than budgeted for. Pre-tax profits were down 40 per cent from NZ\$35.7m to NZ\$20.2m. Sales declined 7 per cent from NZ\$321m to NZ\$299.2m.

Mr Kerry Hoggard, managing director, said the result was also affected by "quite a serious downturn" for agricultural products in Australia.

However, the effect of the

protest action was lessened by favourable tax treatment in Australia - including a 150 per cent rebate on research and development costs there - together with savings of NZ\$1.3m in financing costs and NZ\$1m in operating expenses.

Mr Hoggard said the company planned to build a AS6m purification plant in Melbourne to help reduce waste.

The fertiliser business in New Zealand is forecast to remain at current levels this financial year, but increases are expected for agricultural chemicals and animal health with the commissioning of the chlor alkali plant in Western Australia and an oxygen chemical plant in New Zealand.

Rashid Hussain's 95% rise reflects strength of demand

RASHID Hussain, a leading Malaysian stockbroker, reported a 95 per cent rise in its operating profit to M\$69m (US\$31.1m) on a turnover which improved 141 per cent to M\$104m for the year to May, Lim Seng Hoon reports from Kuala Lumpur.

The full-year results illustrate the strength of demand in the Kuala Lumpur stock market since its break from the Singapore bourse in January 1990.

Rashid Hussain shares top place with TA Enterprise as the country's largest stockbrokers. It also has a 20 per cent

stake in Development & Commercial (D&C), Malaysia's fifth largest banking group.

Telekom, the Malaysian telecommunications monopoly and the largest group in the local stock market, doubled its pre-tax profit from M\$355m to M\$434m in its half-year results to June. Turnover rose by only 19 per cent to M\$1.4bn.

Malayan United Industries (MUI), the Malaysian conglomerate facing a takeover bid, is to increase its first-half dividend to 3 per cent following a 43 per cent increase in its pre-tax profit to M\$42m.

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July 1991

This announcement appears as a matter of record only. June 1991

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the name of Allah, The Beneficent, The Merciful



Cotton Export Corporation of Pakistan (Pvt) Ltd.

US \$ 100,000,000

Morabaha (Islamic Trade) Financing Under Special Modaraba (Fund)

Modareb

(Lead Manager and Agent)



Faysal Islamic Bank of Bahrain E.C.

Name in Arabic: Masraf Faysal Al-Islami Al-Bahrain E.C.

Co-Modareb

ABC Investment & Services Company (E.C.) National Bank of Pakistan United Bank Ltd.

Participants

ABC Investment & Services Co. (E.C.)
ABC Islamic Fund (E.C.)
Al Baraka Islamic Investment Bank BSC (E.C.)
Bahrain Islamic Bank (BSC)
Faisal Finance (Switzerland) S.A.
Faisal Islamic Bank of Egypt
Faysal Islamic Bank of Bahrain (E.C.)
Islamic Bank International

Islamic Investment Co. of the Gulf (Sharjah)
Islamic Investment Co. of the Gulf (Bahrain)
Masraf Faysal Al-Islami (Jersey) Ltd.
National Bank of Pakistan
Qatar International Islamic Bank (Q.S.C.)
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INTERNATIONAL COMPANIES AND FINANCE

Du Pont vows to cut costs by \$1bn in next two years

By Karen Zagor in New York

DU PONT, the biggest US chemical company, yesterday said it would cut costs by at least \$1bn over the next two years.

The announcement met with Wall Street's approval, and shares in the company climbed 1 1/2% to \$48 1/2 at mid-day, near their 52-week high of \$46 1/2.

In a letter to employees, Mr Edgar Wollard, chairman, blamed the cost reduction on "a large US fixed-cost base that hurts the ability of many of our businesses to compete directly with their best and most aggressive worldwide competitors."

The company said the pre-tax charge against earnings could be as much as \$500m in 1991. Du Pont had not yet determined the exact nature of the steps it would take to cut

costs and said it could not reasonably estimate the charge to earnings.

Mr Wollard said it would be impossible to estimate the number of jobs that would be lost, but said "there will be a substantial reduction in the number of our employees."

He added: "Although a \$1bn reduction represents about 10 per cent of our overall chemical and specialties fixed costs, it could mean reductions of 30 per cent or more in costs associated with some support activities in Wilmington and in other locations."

Mr Wollard added the company made a considerable effort in the 1980s to expand its worldwide businesses aggressively "so we could maintain productivity and competitiveness. We were successful out-

side the US, but much less so inside the US."

Du Pont's chemical operations have been hurt by the slump in the world industry. The company said its US chemicals and specialties sales volume grew less than 1 per cent a year during the last decade, reflecting the weaker competitive position of many of its customer industries such as automotive, textiles, rubber and computers.

In addition, earnings have been depleted by the high cost of developing substitutes to chlorofluorocarbons (CFCs). In the first half of 1991, Du Pont's earnings fell 13 per cent to \$1.4bn, or \$1.69 a share, on sales of \$19.5bn, against income of \$1.31bn, or \$1.93, on sales of \$19.1bn in the first half of 1990.

The company had introduced the upgraded system program, called MS-DOS 5, in mid-June and shipped more than 500,000 units by the end of the month, which marked the end of its financial year.

The figures follow reports earlier this week from US Defence Department officials that the company faced such a cash squeeze at the start of this year that it sought a \$1bn advance from the Pentagon on contract work, although the request was withdrawn in April when its financial position improved.

Yesterday's results showed a further improvement in the balance sheet, with the group's total aerospace debt at \$2.94bn on June 30, down from \$3.30bn on March 31.

That gave a debt-to-equity ratio of 0.91-to-1 at the half-year, compared with 1.05-to-1 at the end of the first quarter.

The company reported earnings of \$77m, or \$2.01 a share, in the second quarter against \$57m, or \$1.49, in the same period of 1990, while revenues rose 22 per cent to \$5.04bn.

Particularly notable was an improved performance at the company's long-troubled transport aircraft operations at Long Beach, California, which have been through a significant reorganisation and cost-cutting programme.

This division reported its third consecutive profitable quarter, with operating earnings of \$34m, compared with a loss of \$33m in the same period of last year.

Revenues rose 72 per cent to \$2.4bn as Long Beach built up deliveries of the group's new MD-11 wide-bodied civilian aircraft.

Nine MD-11s were delivered to customers during the quarter, making a total of 18 since the start of deliveries late last year.

However, the company said that its backlog of firm orders had shrunk from \$36.5bn at the end of last year to \$33.1bn because of a softening of commercial aircraft orders worldwide, the elimination of orders placed by financially-troubled airlines, and higher deliveries.

The MD-11 programme had 160 firm orders at the end of the second quarter, down from 170 at the end of the first, and 197 options and reserves, down from 213.

McDonnell's combat aircraft business produced operating earnings of \$125m, up from \$77m, on flat revenues, thanks to lower costs and reduced development spending.

The missiles, space and electronics segment earned \$59m, up from \$42m.

The 1991 second-quarter profit translates into earnings per share of 38 cents, against a loss of 18 cents a share in the year-earlier period.

Sales during the three-month period were down by 2.8 per cent at \$2.6bn, but the Ohio-based group said selling, administrative and general expenses declined 5 per cent.

On the tyres side of the business, operating profits totalled \$157.7m. This compares with \$108.9m in the second quarter of 1990, when unusual charges of \$20m at the pre-tax level were included in the figure.

Turnover fell by 2.5 per cent to \$2.3bn - a trend that Goodyear blamed on lower unit sales, competitive pricing and the general move to lower-priced tyres. Worldwide unit sales were down by 0.5 per cent.

In the company's general products division, there was an apparent improvement in operating profits from \$40.9m to \$56.5m, but again the second-quarter figure for 1991 was depressed by \$15m of unusual charges.

Engineered and chemical product sales suffered from the effects of recession in the US and adverse economic conditions in Brazil, Goodyear said.

Operating losses in the oilfield business totalled \$13m in the quarter, compared with \$12.8m in the same period a year earlier.

On the announcement yesterday, Goodyear shares eased 3/4% to \$10 1/4 in early trading.

Microsoft earnings surge 73% to \$138.4m

By Martin Dickson in New York

MICROSOFT, the leading publisher of personal computer software, reported a 73 per cent increase in fourth-quarter earnings and strong demand for a new, upgraded version of its disk operating system.

The company reported net income of \$138.4m, or 73 cents a share, up from \$80m, or 43 cents, in the same period last year. Revenues rose from \$327m to \$328.6m.

The figures were towards the upper end of analysts' expectations.

The company had introduced the upgraded system program, called MS-DOS 5, in mid-June and shipped more than 500,000 units by the end of the month, which marked the end of its financial year.

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UAL and Delta post sharp falls

By Nikki Taft in New York

UAL, parent company of United Airlines, one of two largest US airlines, yesterday unveiled a sharp drop in second-quarter income to \$52.7m, down from \$148.3m in the same period a year ago.

Meanwhile, one of United's main rivals, Delta Air Lines - ranking third in the US airline industry - also reported lower figures for the April-June quarter.

UAL blamed the drop on the after-effects of the Gulf conflict, contracted business travel levels because of the recession in the US, and the widespread

price-discounting that has hit the US airline industry generally.

The profits figure benefited from higher operating revenues - up from \$2.74bn to \$2.95bn - and revenue passenger miles flown increased by 13.1 per cent. However, the yield - passenger revenue per mile flown - fell by 4.4 per cent to 12.28 cents.

Mr Stephen Wolf, the company's chairman, said that UAL did foresee "a gradual improvement" in the months ahead. But he stressed the strength of the recovery depended on how

quickly economic conditions in the US picked up, and on "a return to financially justified pricing".

All the leading airlines have complained that financially-distressed rivals have initiated waves of cheap fare offers in order to pull in much-needed cash flow to salvage their balance sheets.

The stronger airlines have generally followed suit in order to retain their market shares, but the effect has been to drive yields down.

There are currently four US airlines operating under Chap-

ter 11 bankruptcy protection, while Trans World Airlines is trying to restructure its sizeable debts.

Delta, meanwhile, said it made \$19.2m in the second quarter, compared with \$74m in the same period a year earlier. Operating revenues were \$2.52bn, against \$2.24bn, but its passenger mile yield slipped to 13.75 cents against 13.89 cents.

Delta's financial year ends in June, with the result that it showed a \$324.4m loss for the 12-month period, compared with a \$302m profit in the 1989-90 period.

McDonnell Douglas cuts debt

By Martin Dickson

MCDONNELL DOUGLAS, the financially-stretched aerospace and defence group, yesterday reported a 35 per cent rise in second-quarter earnings and a significant reduction in its indebtedness.

The figures follow reports earlier this week from US Defence Department officials that the company faced such a cash squeeze at the start of this year that it sought a \$1bn advance from the Pentagon on contract work, although the request was withdrawn in April when its financial position improved.

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Citibank delays sale of Brazilian steel group

By Victoria Griffith in Sao Paulo

THE SALE of Usiminas, the state-owned steel group scheduled to be the first company sold under the Brazilian government's privatisation programme, faces a last-minute hitch.

Citibank, one of the creditors of Siderbrás - the holding group for state steel companies which was liquidated in March last year with debts of several billion dollars - has failed to give the government the waiver needed for Usiminas to change ownership.

Citibank is using the waiver to exert pressure on the Brazilian government in its debt negotiations, said Mr Isaac Zagury, head of the international department of the National Development Bank (BNDES), which is in charge of the privatisation programme.

Under the programme's rules all proceeds from state sell-offs must be used to cancel out foreign debt. Citibank is thought to want an agreement that Siderbrás's debts will be paid off first.

Some bankers expressed surprise at Citibank's insistence as relations were expected to improve after Brazil made its first payment of \$66m in past-due interest to foreign banks a few weeks ago.

"This is Citibank's trump card," said a banker involved in the negotiations. "And they want to protect their \$60m exposure to Siderbrás at all costs."

Citibank has so far declined to comment on the waiver issue.

Cominco turns in C\$7.3m profit despite weak prices

By Bernard Simon in Toronto

COMINCO, the Canadian base metal and fertilizer producer, returned to profitability in the second quarter, but continues to be dogged by weak prices, a strong Canadian dollar and higher interest charges.

Second-quarter earnings were C\$7.3m (US\$6.4m), or 8 cents a share, down from C\$23.2m, or 29 cents, a year earlier. The Vancouver-based company reported a C\$10.2m loss in the first three months of 1991.

Revenues inched up by 3 per cent to C\$386.1m, with the entire increase due to higher fertilizer sales. Mining and metal sales dipped slightly to C\$354.1m.

Interest payments soared to C\$11.5m from C\$2.6m, largely as a result of payments on the Red Dog zinc project in Alaska which was commissioned last year.

Operating profit from mining all metals was halved to C\$13.4m, due to lower zinc and copper prices. The impact of lower prices was partly offset by a 49 per cent jump in refined zinc sales and an 18 per cent advance in lead deliveries.

Production of both metals was hit last year by construction work at Cominco's big Trail smelter in British Columbia. The company has still not commissioned its new QSL lead smelter and indicated earlier this week that it is taking a closer look at alternative technologies.

However, Cominco said that zinc production at Trail returned to full capacity in March, and was expected to stay there for the rest of the year. Output at the Red Dog mine in Alaska improved in the past three months.

Cominco's fertilizer business, which has been hit by a slump in demand, reported a C\$1.5m profit in the second quarter, up from a C\$1.1m loss a year earlier.

Revenues for the quarter were C\$386.1m, or 8 cents a share, down from C\$23.2m, or 29 cents, a year earlier. The Vancouver-based company reported a C\$10.2m loss in the first three months of 1991.

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INTERNATIONAL CAPITAL MARKETS

Finns buy into swap deal with IADB and Ontario

By Tracy Corrigan

GOLDMAN Sachs completed the third leg of a back-to-back swap involving three borrowers in two currencies when Finnish Export Credit (FEK) bought a \$300m five-year deal.

FEK and the Inter-American Development Bank will exchange the proceeds of their issues, totalling \$345m, with the Province of Ontario, which launched a \$390m five-year deal on Wednesday.

With swap arbitrage hard to find in both markets, the back-to-back swap arrangement allows borrowers an alternative route to cheaper funding. However, such funding is difficult to secure, as markets and borrowers have to fit precisely for the economics of the financing to work.

The deal benefited from firm demand for Canadian dollar securities and tightened slightly from its launch spread

of 41 basis points above the comparable Canadian Treasury.

Meanwhile, the European Community has yet to choose between the five banks competing for a mandate to lead its next ECU bond offering. The EC is expected to raise ECU500m of 9% per cent bonds due 1996.

INTERNATIONAL BONDS

adding to an existing ECU500m deal launched last February. The EC may be waiting for better market conditions, as the ECU sector has been weak for some time.

In the matador bond market, the European Coal and Steel Community launched a five-year ECU500m deal in rather poor market conditions. The Spanish market has slipped fol-

lowing the breakdown of pay talks between the government and unions. This has caused investors to focus on the likelihood of interest rate rises remaining high to combat inflation, while economic convergence with other EC countries may slow.

In the DM sector, Barclays Overseas raised DM150m of three-year bonds via Dresdner Bank. The deal was quoted at 100.05 bid, just outside full fees.

UBS Phillips & Drew and Credit Suisse First Boston have been added to its \$30m global medium-term term programme, established last year. Barclays de Zoete Wedd and Credit Lyonnais have become dealers on its Euro-commercial paper programme.

Milan calculates costs of new technology

Haig Simonian finds dealers still uncertain of the bourses' leap to continuous trading

WHATEVER the outcome of Italy's attempts to reform its securities markets and make up for years of delay, the summer of 1991 is likely to go down as the period of the greatest change for decades.

While the definitive rules for the new stockbroking-cum-fund management, called the Società di Intermediazione Mobiliare (SIM), published earlier this month, mark the big-

ITALIAN SECURITIES REFORM

gest leap so far, the move to the screen-based trading of equities, due to start in September, represents a huge jump.

By replacing the traditional "rings", in which dealers set share prices at the bourse, with a screen-based trading system, Italy will catch up with what is already old hat in most other European financial centres.

When established, the system will open the door to "continuous" trading, allowing prices to be set throughout the day, rather than in one formal "fixing" during the bourse's brief morning session. Continuous trading will also link Italy's 10 stock exchanges into one national network and, in time, allow trading off the stock exchange floor.

Yet, despite the fact that trials have been under way for over a fortnight and official trading of at least a handful of shares is due to start in mid-September, the latest move towards reform still leaves more questions than answers. No date has yet been set for the formal inauguration of

screen-based trading, which is still being tested after the market officially closes for the day. Nor have there been any decisions on which shares will be traded, or how quickly the number of stocks traded electronically will be increased.

That means dealers are still only guessing at how matters will develop. Most expect trading to begin with between six and 10 shares. While the authorities will want to avoid the risk of opening with big blue chips in case of technical bugs, it is equally unlikely the new system will commence with liquid stocks either.

Most brokers expect the number of shares to reach around 40 - representing about 85 per cent of stock market capitalisation - by March. Eventually, most of the 200 shares on Milan's official market will be traded electronically. The confusion about Italy's electronic trading debut has its roots both in the tortured history of the venture and in the fact that the shift to screen-based trading is happening just as the entire framework for securities trading is being overhauled with the arrival of the SIMs.

Brokers' doubts are probably based on the fear that, when taken to their conclusion, screen-based systems usually spell the end of traditional floor-based business, as already seen in London and Paris.

Even under the new system, there is still no indication of when the key shift will be made from using terminals on the stock exchange floor to installing them in brokers' booths at the bourse. And when the more ominous extension to brokers' offices will take place is even less certain. But whatever the back-

SCREEN-BASED TRADING COSTS

Function	Cost Lm
Front office	100
Execution (order routing and matching)	257
Link with house mainframe	60
Obligatory reporting requirements to bourse, Bank of Italy and Consob	211
Settlement	167

* Figures based on a broker with seven terminals, executing 100,000 orders and 1,000 stock trades a year.

ground, the latest venture is a serious project, involving not just brokers but also the banks and commission houses, which will be the main participants in the new SIMs.

To ensure the involvement of all three groups, the brokers last year sold equal stakes in their data processing operation, Centro Elaborazioni Dati (CED) Borsa, to the banks and commission houses as a first step towards setting up the new system.

While CED Borsa will look after the technical side of screen-based trading, a new organisation, Generale Telematico di Borsa (GTB), established last year, will be responsible for policy and managing the new system.

Together, the two groups have defined technical parameters, installed much of the necessary hardware, and provided estimates for creating and operating the new network.

According to Mrs Maria Luisa Rampello Martinat, the director-general of CED Borsa, the rest is up to others - notably Consob, Italy's stock market watchdog. It is the regulators who must come up with a

starting date for screen-based trading, decide which shares will be affected, and provide a formal rulebook for the new system, she argues.

Consob tends to toss the ball back into the stock market's court. While accepting it has formal supervisory responsibilities, it says it cannot set a starting date until CED Borsa and the GTB declare they are satisfied that the tests and training sessions are complete. While the Italian trials appear to be going well, the regulators need to be satisfied that all Italy's stock exchanges are hooked up. At present, screen-based trading is only running between Milan and the Rome, Turin and Genova bourses, leaving the six smaller markets still unconnected.

While the banks and brokers are already grumbling about the uncertainty surrounding the new system, their main objection is the cost.

Electronic trading is certainly going to be appreciably dearer than the current method. Shares traded on-screen will attract a levy of L2,000 per order. Participants will also have to pay an annual link-up fee to the new system, as well as certain one-off costs at the outset.

According to one estimate, a medium-sized broker, with seven terminals, doing 100,000 deals and 1,000 block trades, which attract a higher charge, will pay out L360bn (\$616.2m) a year, based on the assumption that only 75 per cent of orders are fulfilled.

Officials at CED Borsa are anxious to deflect such criticism, arguing that they are only passing on L7bn of the estimated L12bn annual costs

of buying and operating the system, which works on Digital Equipment hardware, over the next five years.

Mrs Rampello Martinat says the charges have been set by a working group representing all those operating in the market. However, tariffs have been swollen by the requirement to pay off investment costs within five years. Although prices will be subject to annual reviews, there is no guarantee that they will fall once the investment is amortised, she warns.

It is the price structure and investment costs that have most worried the brokers, especially for smaller firms not trading with which to set up a SIM. For while the presence of a few screens on the bourse floor will have little effect, many brokers see them as the thin end of a wedge which could eventually threaten their survival.

Not only will the new technology be a financial burden, especially for smaller firms not trading with which to set up a SIM. For while the presence of a few screens on the bourse floor will have little effect, many brokers see them as the thin end of a wedge which could eventually threaten their survival.

For under the rules which are expected to apply to the new system, any stock traded on-screen will no longer be handled in the traditional rings after an initial transition period. That means brokers not investing in the new technology will gradually find themselves redundant.

Some bankers still complain that new SIMs rules discriminate in favour of brokers by not obliging them to set up SIMs. But it may be that the move to screen-based trading will prove the most effective early filter as to who will survive in Italian equity trading. That means brokers not investing in the new technology will gradually find themselves redundant.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fee	Book runner
US DOLLARS						
ANZ Banking Grp.(b)(t)	150	10%	101.30	1994	22.50p	Merrill Lynch
Compassia Bancaria(b)(t)	30	(b)	101%	1988	13.75p	Sanborn Finance
CANADIAN DOLLARS						
Finland Export Credit(a)(t)	300	10%	101.30	1996	1 1/2%	Goldman Sachs
AUSTRALIAN DOLLARS						
GECC(a)(t)	100	11%	101.45	1996	2 1/2%	Hambros Bk.
D-MARKS						
Barclays Overseas Cap.SV(a)(t)	150	8%	101.25	1993	1 1/4%	Dresdner Bk.
Marubeni Grp.(a)(t)	70	5%	101	1993	2 1/4%	Nomura Bk. GmbH
SWISS FRANCS						
Bayerische Hypothek(a)(t)(b)(t)	100	7%	102	1996	-	Swiss Volksbank
SEAB(a)(t)	100	8%	101%	1996	-	UBS
Rijkswijk Ind.(a)(t)(b)(t)	50	8%	100	1995	-	Yamaichi Bk. (Switz)
Aut. Planning Center(a)(t)(b)(t)	50	4	100	1995	-	-
PERU						
Peru Coal & Steel Comm.(a)(t)	150n	11.35	101.75	1996	1%	Bco.d/Credito Ind.

a) Private Placement. b) Convertible. c) With equity warrants. d) Floating rate note. e) Final terms. f) Non-callable. g) Coupon pays 25bp over 3-month Libor. Non-callable. h) Callable, once only, at par after 3 years. Coupon pays 50bp over 3-month Libor for the first 3 years, then fixed at 8 1/4% thereafter. i) Put option on 5/12/1993 at 110% of yield 7.501%. j) Matador issue. Non-callable.

Venezuela's Euro ratings lifted

VENEZUELA'S Eurobond ratings have been upgraded from B+ to Double-B by Standard and Poor's, reflecting the country's improving economic performance, writes Tracy Corrigan.

The change affects \$1.4bn equivalent of Eurobonds: the Venezuelan government's \$19.9bn of "Brady" bonds, issued as part of the country's debt reduction plan in

1990, are not rated. Meanwhile, Venezuela will be returning to the international capital markets next week, with a \$100m five-year Eurobond, arranged by Bankers Trust International. The deal will be priced to yield between 245 and 255 basis points more than the five-year US Treasury. Officially launched next week, it is being pre-placed with retail inves-

tors, and may be increased. The upgrade "reflects the implementation since 1989 of a comprehensive economic adjustment programme and the debt reduction plan," Standard & Poor's said. However, the achievements "remain vulnerable to political challenges to the ongoing reform programme and adverse developments in the world economy."

Turkey raises deposit rates

TURKISH banks have begun raising deposit interest rates after a wave of government-imposed cuts, Ketter reports from Ankara.

Most banks raised time deposit rates between one and eight points this month, pushing the maximum one-year deposit rate to 71 per cent, against a present minimum of 61 per cent.

Tokyo exchange extends stock watch list

SHARE prices have faltered and heads have rolled in Tokyo from the recent financial scandals, but stock speculators have not quite abandoned the Tokyo stock market, writes Ketter from Tokyo.

The number of stocks on the Tokyo Stock Exchange watch list of shares - in which speculators are thought to have an interest - has continued to increase, rising to 12 from

against the five in late 1989, at the peak of the last bull market.

The TSE's watch list system warns individual investors of irregular margin trading of shares. If margin call/buy ratios exceed 60 per cent, or margin selling and buying rises beyond a certain ratio to the total outstanding shares, the stock is subject to a daily announcement of its shares

bought and sold on margin. This system is unique to Japan, and the TSE says it intends to tighten the grip on volatile stock movements by lowering the watch list limit for margin call/buy ratio from 60 per cent to 50 per cent.

Price manipulation is easily done in Japan, as companies prefer to lock the bulk of shares in the hands of stable shareholders. The lack of float-

FT-ACTUARIES SHARE INDICES

* The Financial Times Ltd 1991. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS & SUB-SECTIONS		Thursday July 25 1991									
Figures in parentheses show number of stocks per section											
	Index No.	Day's Change %	Earnings Yield (W.Y.)	Gross Div. (Yr. Act at 25%)	Div. P/E	Div. to date	Index No.	Index No.	Index No.	Index No.	Year ago (approx)
1	CAPITAL GOODS (183)	830.78	-0.1	10.42	5.81	11.84	22.20	631.29	630.40	616.28	875.30
2	Building Materials (24)	1070.50	-0.1	9.07	5.82	13.97	30.76	1070.44	1066.93	1125.81	1125.85
3	Contracting, Construction (31)	1142.90	-0.1	7.46	6.72	13.97	31.97	1140.65	1139.43	1142.79	1445.56
4	Electricals (10)	1442.94	-0.2	10.51	5.40	12.11	61.85	1442.94	1442.94	1442.94	1442.94
5	Electronics (25)	1679.86	-0.1	8.99	5.35	14.79	46.44	1679.84	1681.35	1670.01	1784.64
6	Engineering-Aerospace (8)	419.19	-0.4	16.33	5.96	7.35	12.11	417.66	414.64	417.11	462.59
7	Engineering-General (45)	452.00	-0.2	12.10	5.65	10.12	11.82	450.49	450.19	444.04	492.83
8	Metals and Metal Forming (8)	435.92	-1.3	16.18	8.10	7.59	16.70	447.77	438.84	441.14	483.97
9	Motors (12)	1222.07	-0.2	9.52	4.12	12.93	24.43	1222.07	1222.07	1222.07	1222.07
10	Other Industrial Materials (20)	1598.79	-0.1	8.72	5.03	13.48	34.85	1598.67	1599.10	1592.63	1567.14
11	CONSUMER GROUP (188)	1513.82	-0.1	7.68	3.61	16.05	24.21	1515.85	1520.37	1502.69	1307.48
22	Brewers and Distillers (22)	1836.93	-0.2	8.38	3.61	14.56	27.57	1840.99	1839.38	1819.38	1896.96
23	Food Manufacturing (19)	1222.07	-0.2	9.52	4.12	12.93	24.43	1224.99	1219.35	1222.07	1096.49
24	Food Retailing (17)	2691.55	-0.2	8.00	3.12	16.34	39.61	2691.55	2673.49	2688.99	2816.86
27	Health and Household (22)	2633.94	-0.6	5.24	2.37	21.82	30.86	2633.94	2633.94	2633.94	2528.27
29	Hotels and Leisure (24)	1276.74	-0.7	9.57	5.43	11.99	30.99	1267.82	1263.55	1274.18	1446.40
30	Media (26)	1435.40	-0.1	8.20	4.94	15.81	36.17	1434.61	1433.99	1409.58	1409.58
31	Packaging, Paper & Printing (17)	746.90	-0.4	7.54	4.62	16.01	14.33	743.08	743.74	731.35	608.29
32	Stores (32)	971.49	-0.1	7.89	3.83	16.56	17.06	970.49	974.93	968.99	933.86
33	Textiles (9)	568.31	-0.1	8.82	5.45	14.08	13.79	568.31	568.99	568.12	495.15
40	OTHER GROUPS (109)	1299.33	-0.2	9.79	5.11	12.73	23.73	1296.43	1282.44	1274.18	1137.59
41	Business Services (12)	1307.87	-0.5	8.25	4.98	14.99	29.13	1314.39	1303.48	1285.26	0.00
42	Chemicals (21)	1425.18	-0.4	7.26	5.10	17.01	32.92	1407.46	1406.36	1406.04	1224.50
43	Composites (10)	1473.04	-0.9	10.13	7.16	11.92	31.93	1468.03	1474.74	1473.53	1633.13
44	Transport (13)	2208.39	-0.2	8.36	4.82	14.47	48.98	2208.39	2208.39	2208.39	2208.39
45	Electricity (16)	1227.58	-0.2	14.07	5.29	9.08	18.41	1229.64	1229.70	1216.42	0.00
46	Telephone Networks (4)	1425.18	-0.4	7.98	4.02	13.36	5.30	1468.86	1469.17	1454.15	1180.17
47	Water (10)	2428.16	-1.3	16.62	6.26	6.66	118.37	2491.30	2463.61	2429.12	1964.23
48	Miscellaneous (23)	1904.31	-0.2	6.12	4.87	21.17	47.89	1909.93	1917.76	1907.85	1768.50
49	INDUSTRIAL GROUP (480)	2468.28	-0.1	8.89	4.52	13.92	24.03	2466.38	2466.89	2467.25	2116.40
51	Oil & Gas (20)	2468.45	-0.1	10.90	5.50	12.07	50.59	2471.64	2469.42	2460.20	2290.98
52	SHARE INDEX (500)	1369.65	-0.1	9.15	4.65	13.65	26.26	1369.97	1371.73	1366.34	1266.36
61	FINANCIAL GROUP (94)	796.58	-0.3	-	-	-	-	780.61	794.69	794.15	801.29
62	Banks (9)	910.27	-0.7	6.38	6.08	23.00	22.63	914.30	912.68	910.00	858.09
63	Insurance-Life (7)	1519.59	-0.7	-	-	-	-	1520.02	1519.02	1519.02	1478.49
64	Insurance-Compos (6)	650.98	-0.1	-	-	-	-	660.31	657.50	651.47	665.87
65	Insurance-Gr (8)	1155.81	-0.4	6.74	5.73	19.24	20.23	1161.50	1159.24	1161.47	956.66
66	Merchant Banks (7)	425.18	-0.6	-	-	-	-	425.18	425.46	424.11	437.76
67	Property (7)	924.88	-0.2	6.04	4.97	23.76	19.84	927.14	927.99	889.21	1064.99
70	Other Financial (20)	248.14	-0.2	11.55	7.27	10.81	7.80	248.36	250.70	254.64	268.85
71	Investment Trusts (70)	1218.01	-0.6	-	-	-	-	1225.65	1227.88	1214.01	1214.73
99	ALL-SHARE INDEX (644)	1251.23	-0.1	-	-	-	-	1251.21	1254.10	1220.52	1154.80
	Index No.	Day's Change %	Day's High/Low	Day's Low	Jul 24	Jul 23	Jul 22	Jul 21	Jul 20	Jul 19	Year ago
FT-SE 100 SHARE INDEX	2579.61	-0.9	2579.61	2566.8	2580.5	2580.5	2580.5	2580.5	2580.5	2547.3	2344.2

FIXED INTEREST				AVERAGE GROSS REDEMPTION YIELDS			Thu Jul 25	Wed Jul 24	Year ago (approx.)
PRICE INDICES	Thu Jul 25	Day's change %	Wed Jul 24	Accrued interest	xs adj. 1991 to date				
British Government						1 British Government			
1 Low						5 years	9.09	9.04	10.81
2 Coupons						10 years	9.90	9.91	10.81
3 07%-7 1/2 %						15 years	9.90	9.91	10.81
4 8-8 1/4 %						20 years	10.27	10.28	11.06
5 8-8 1/2 %						15 years	10.11	10.11	11.28
6 8%-10% %						20 years	10.05	10.05	11.07
7 High						5 years	10.05	10.05	11.07
8 10-10 1/2 %						10 years	10.23	10.24	11.52
9 (11% -)						20 years	10.13	10.14	11.32
10 Irredeemables							10.10	10.11	10.85
Index-Linked						11 Index-Linked			
1 Inflation rate 5% Up to 5 yrs.						5% Inflation rate 5% Up to 5 yrs.	4.42	4.41	5.24
2 Inflation rate 5% Over 5 yrs.						5% Inflation rate 5% Over 5 yrs.	4.37	4.37	4.92
3 Inflation rate 10% Up to 5 yrs.						5% Inflation rate 10% Up to 5 yrs.	3.45	3.44	4.09
4 Inflation rate 10% Over 5 yrs.						5% Inflation rate 10% Over 5 yrs.	4.17	4.17	4.33
Index & Loans						12 Index & Loans			
1 Index & Loans						5 years	11.91	11.89	12.80
2 15 years						15 years	11.68	11.68	12.50
3 20 years						20 years	11.49	11.47	12.51
*Mopping line: 2575.45 to 26 2574.2; 10 mm 2573.2; 11 mm 2563.5; Novm 2568.1; 1 pm 2569.6; 2 pm 2571.7; 2.30 pm 2577.3; 3 pm 2575.4; 4.10 pm 2578.8; 4.45 pm 2601.0									
*10.51 mm 1st yield: 11.06% 10.51 mm 1st yield: 11.06% 10.51 mm 1st yield: 11.06% 10.51 mm 1st yield: 11.06%									
*Source: London. A list of contributors is available from the Publishers, The Financial Times, Number One, Southbank Towers, London SE1 9HL. The									

UK COMPANY NEWS

Thorn EMI restructures further

THORN EMI yesterday took a further step towards its objective of restructuring itself to a handful of businesses, including music, rentals and electronics with the sale of its software business to its management, writes Michael Skapinker.

Mr Colin Southgate, chairman, said it was difficult to combine Thorn EMI Software with the group's remaining businesses. He founded the company which eventually formed a large part of Thorn's software business.

The company, which has 1,950 employees, specialises in the integration of com-

puter systems and in facilities management - running clients' computer systems on a day-to-day basis.

It made profits of £5.2m last year on turnover of £117m.

About a third of the business is in the defence and aerospace sector, with the remainder in manufacturing, retail and finance.

The £22m cost of the buy-out is being financed by CINVEN, the venture capital group, and National Westminster Bank. Thorn will receive a total of £20m in cash and the assumption of debt by the new

company.

Mr Southgate said that the debt component amounted to no more than a few million pounds. A further amount of £22m will be paid in the form of a zero coupon loan note which matures in four years.

The company is to be renamed Data Sciences.

Mr Mike Smith, chairman of Thorn EMI Software, who will head the new company said it would seek a stock market flotation "when market conditions are favourable".

Only the wanted and unsaleable remain

Michael Skapinker on the background to Thorn EMI's latest sale

AS THE founder of the business, Mr Colin Southgate still uses security card Number 1 when he visits the premises of Thorn EMI Software.

Yesterday, as group chairman of Thorn EMI, the music, rentals and technology group, he announced the sale of the company's software business to management and staff. "I'm pretty emotional about it," he said.

Mr Southgate has, however, never allowed emotion to get in the way of restructuring Thorn EMI, a process which has resulted in the sale of more than 60 businesses since 1985.

These have included Ferguson, the UK's last remaining television manufacturer, and one of the world's most innovative semiconductor makers and a large part of Thorn's lighting interests, which was the original business set up by Sir Jules Thorn, the group's immigrant founder, in 1928.

These companies were sold to foreign buyers, but in the case of the software business, Mr Southgate declared that "it's great that it stays British".

He said US, European and Far Eastern companies had declared an interest in buying parts of the business. A non-British buyer would, however, have had to take the company's UK defence contracts on an arm's length basis.

There was an approach from an unnamed British company, but it was not prepared to pay



Colin Southgate: not allowing emotion to get in the way of the reorganisation of Thorn EMI

as much as the business's own management.

Mr Southgate says the business, which will be renamed Data Sciences, will be able to develop more easily as an independent company. It will be able to make acquisitions, something Thorn EMI found difficult because the high price/earnings ratios of software companies would have led to a dilution of group earnings.

Mr Southgate founded much of Thorn's software business in 1970, after leaving ICI, the UK computer manufacturer, now owned by Fujitsu of Japan. The company, then called Software

Sciences, was sold to BOC, the industrial gases group, in 1980. BOC combined Software Sciences with Datasolve, its own software company, and sold the business to Thorn EMI in 1982.

The group is now left with some businesses to which it is strongly committed and others it cannot sell. In the former category are music, the HMV record retailing chain, rentals and security. The latter include Rumbelows, the electrical goods retailer, for which Mr Southgate cannot find a buyer, light fittings and defence electronics.

Although Thorn has

attempted to sell the last two, Mr Southgate says it is unlikely that anyone will pay what the group thinks they are worth.

There are some useful links between the electronics and security businesses, he says. But it is difficult to combine software with security and electronics, even though a third of Thorn's software business comes from the defence and aerospace industries. Software for Thorn's security systems tends to be embedded in the products and is designed by employees of the security business.

Co-operation between Thorn EMI's software and defence businesses was also limited. The software company advises the Ministry of Defence on the setting up and management of contracts, for which Thorn's defence company is a frequent bidder. For this reason, they often had to operate separately.

Thorn EMI Software did occasionally combine with other parts of the group to bid for contracts, but Mr Southgate says it can continue to do so as an independent company, particularly as Thorn EMI will retain a 20 per cent stake.

Mr Mike Smith, chairman of Thorn EMI Software, who will head the new company, says he wants to increase sales to non-UK customers from 25 per cent to more than 50 per cent within three years. The new company has subsidiaries in the Netherlands and Germany and exports to more than 30 countries.

meeting called to approve the £161m rights issue needed to bolster the balance sheet.

Mr Garraway, who is deputy chairman of BAT Industries, was once in charge of BAT's retailing interests, including Argos, Saks Fifth Avenue and Marshall Field.

Emap has 14.3% of Metal Bulletin

Emap, the magazine and newspaper publishing company, has increased its stake in Metal Bulletin, the USM-quoted publisher of trade journals, directories and books, to 13.2m shares (14.3 per cent) through the purchase of a further 107,500 shares at 170p each.

In the absence of a third party offer or a recommendation from the board of Metal Bulletin, Emap said it had no present intention of making an offer to acquire all the ordinary shares.

Newly acquired Tace falls to below £1m

Tace, the environmental control equipment company acquired on July 19 by Cambridge Electronic Industries after a three-way bid battle, suffered a fall in pre-tax profits from £1.72m to £88,000 in the six months to March 31.

CEI's increased 306p-per-share bid, which valued the company at £22.5m, was recommended by the new board imposed by institutional shareholders, notably Norwich Union.

Earnings per share of 5.75p were turned into losses of 1.91p and the interim dividend is passed (3.25p).

Lloyds Merchant Bank falls £1.6m

Pre-tax profits of Lloyds Merchant Bank were £3.7m in the six months to end-June, down £1.6m from £5.3m in the comparable period.

Sid Banks advances to over £2.2m

WITH non-agricultural activities showing an increased contribution, Sidney C Banks lifted its pre-tax profit from £2.16m to £2.21m in the year ended April 30 1991.

The group, grain and agricultural merchants and motor vehicle repairers, increased its turnover from £143.5m to £185.2m.

Earnings per share were 20.2p (20.1p). The final dividend is 5.5p, for an unchanged total of 5p.

SD-Scicon continues to resist EDS offer

Following the announcement yesterday by Electronic Data Systems that it had only received acceptance for 2.4 per cent in respect of its offer for SD-Scicon ordinary, Mr John Jackson, SD-Scicon's chairman, said: "Our shareholders are continuing to ignore the EDS bid. It is far too low."

"We will be posting a circular this weekend, which will include our profit forecast for the full year. The information it contains will provide the final nail in the coffin of this bid," he added.

As a result of purchases since commencement of the offer on June 19, EDS owns 49.97m (24 per cent) SD-Scicon ordinary shares, 7.35m (25.7 per cent) preference and 3.31m (23.02 per cent) deferred. In total EDS speaks for 27.17 per cent of the ordinary.

The offers have been extended and will remain open for acceptance until August 7.

Derby Trust net asset value at 407p

Net asset value per capital share at Derby Trust improved

from 340p to 407p over the six months to June 30. However it was still lower than the 415p a year earlier.

Earnings per income share rose to 8.242p (7.848p) at the end of June.

Babcock Intl makes £4.4m SA purchase

Babcock International, the engineering contractor and manufacturer, has acquired the operating business and properties of Foster Wheeler South Africa, for R21m, or £4.4m.

Foster Wheeler provides project management, engineering and construction management services to the petroleum, chemicals and industrial sectors, and has an annual turnover of R200m.

Babcock indicated its intention to spend up to £50m on acquisitions after reporting a rise of nearly 10 per cent in pre-tax profits to £46.6m.

Scottish American IT asset recovery

Net asset value at Scottish American Investment Company had recovered by June 30 to 131.5p.

That compared with 113.1p six months earlier and with 130.7p at end-June 1990.

In the six months gross income fell to £7.75m (£8.15m) and earnings were down to 1.65p (£1.89p) per share. A second interim dividend of 1.02p, to make 2.02p so far, has already been declared.

St Andrew Trust net asset value up 16%

Over the six months to June 30 1991 the net asset value at St Andrew Trust has risen 16.4 per cent, from 204.3p to 237.7p. At June 30 1990 net asset value was 204.5p.

In the half-year gross income came to £1.54m (£1.87m) and net revenue to £1.05m (£1.09m).

Earnings emerged at 3.03p (3.15p) per share and the interim dividend is lifted to 2.7p (2.5p).

Fleming Fledgling assets increase

All sectors of the portfolio at Fleming Fledgling Investment Trust have recovered satisfactorily, and its net asset value per share at June 30 stood at 254.7p.

That compared with 189.9p at the end of the previous six months, and with 267p on June 30 1990.

In the half year to end-June gross income totalled £588,000 (£588,000), while earnings per share worked through at 1.21p (1.48p). The interim dividend is again 1p.

Holders offsets sales reduction

By paying attention to costs, minimising working capital and safeguarding potential exposure to volatile exchange rates, Holders Technology lifted pre-tax profit from £175,000 to £181,000 in the half year to May 31.

Those moves offset a significant reduction in sales, from £2.08m to £1.53m, and the pressure of reduced gross margins. The group distributes equipment used in printed circuit boards.

The interim dividend is held at 2p from earnings of 3.84p (3.67p) per share.

Burton appoints BAT man to board

Burton Group, the retailing company which owns a host of clothing shops and the Debenhams department store chain, has strengthened its board through the appointment of Mr Brian Garraway as a non-executive director.

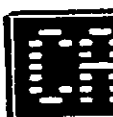
Earlier this month, the board came in for strong criticism at the extraordinary general

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GPA Investments B.V.

US\$ 20,000,000

Guaranteed Floating Rate Notes due 1995

Guaranteed by GPA Group plc

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from July 25, 1991 to January 27, 1992 the Notes will carry an interest rate of 5.825% per annum. The interest amount payable on the relevant interest payment date, January 27, 1992 will be US\$ 3,226.25 per US\$ 100,000 denomination.

The Agent Bank
KREDIETBANK
S.A. LUXEMBOURGEOISE



1991 Half Year Results

Summary

ICI Group profit before tax in the first half was £507m compared with £733m in the first half of 1990, with the fall almost entirely accounted for by the first quarter's results.

	First Half 1991	First Half 1990
Turnover	£6,368m	£6,823m
Profit before taxation	£507m	£733m
Earnings per £1 Ordinary Share	46.6p	67.4p
Interim dividend per £1 Ordinary Share	21.0p	21.0p

A summarised Group profit and loss account is given in the second table following.

Chairman's Comments

In announcing the results, ICI's Chairman, Sir Denis Henderson, commented:

"The results for the second quarter are sharply higher than the previous quarter, and similar to the second quarter of 1990. All the international businesses showed an improvement over the first quarter of 1991 - Pharmaceuticals had a record quarter, while Agrochemicals, Paints and Explosives achieved satisfactory results."

Sales volumes in most businesses, other than Bioscience Products, were at best flat, but the actions taken to reduce costs, which were put in hand over a year ago, have enabled ICI to mitigate the effects of the recession. In general, however, world economic recovery as a whole seems unlikely before the turn of the year, and will probably be sluggish when it happens."

The actions we are taking to reshape the Group, to which I referred last February when we announced the 1990 results, and which included the three extraordinary charges in the 1990 Accounts, are bearing fruit, and considerable progress has been made."

All of the reshaping measures have been underway since 1990 and will continue through 1992. We expect that, on completion of these actions over the next two years, the profit of the then on-going ICI Group will be improved by over £400 million per annum."

Second Quarter

Profit before tax of £309m in the second quarter of 1991 was £10m below the corresponding period in 1990. Trading profit in the second quarter exceeded the same quarter in 1990 by £51m, but was offset by lower income from associated companies. While most of the growth came from Pharmaceuticals, Agrochemicals, Paints and Explosives, most businesses, except those in the Regions, showed an improvement over recent quarters.

Quarterly Information

The following table provides quarterly financial highlights for 1990 and the first two quarters of 1991.

	Turnover	Profit Before Tax	Earnings per £1 Ordinary Share
1990	£m	£m	pence
1st Quarter	3,454	414	38.1
2nd Quarter	3,369	319	29.3
3rd Quarter	2,996	160	13.7
4th Quarter	3,087	84	6.8
Year	12,906	977	87.9
1991			
1st Quarter	3,052	198	17.3
2nd Quarter	3,316	309	29.3

Half Year

Group turnover in the first half of 1991 decreased by 7% compared with the same period in 1990 with lower volume (-6%) and adverse exchange movements (-7%) being partly offset by increased local selling prices (+3%) and the effect of acquisitions (+3%).

IMPERIAL CHEMICAL INDUSTRIES PLC

BANK OF CHINA

U.S. Dollar Floating Rate Notes due July 1996

- WKN 478 543 -

In accordance with the Conditions of the Notes notice is hereby given that for the interest period July 24, 1991 to January 23, 1992 included (184 days) the Notes will bear interest at the rate of 6 3/4% per annum. The coupon amount per U.S.\$ 10,000 Note will be U.S.\$ 332.22 and per U.S.\$ 100,000 Note U.S.\$ 3,322.22. The Interest Payment Date will be January 24, 1992.

In July 1991

Deutsche Bank

Aktiengesellschaft

SUN LIFE GLOBAL PORTFOLIO (SICAV)

Registered Office: 14, rue Aldringen, Luxembourg

R.C. Luxembourg B27528

DIVIDEND ANNOUNCEMENT

The Board of Directors announces that a dividend has been declared on the Haven Portfolio at the rate of 2.87 p per share which will be paid on 16th August 1991 to the respective Shareholders of record of that portfolio as at the close of business on 28th June 1991.

The Board of Directors

28th June 1991



TELEPHONE: 071-828 7233
FIVE 100
July 25/2587 -1
Sept 26/2617 -1
5pm Prices. Change from previous 9pm close
HOW WELL DID YOU JUDGE THE MARKET?

Wishaw ML2 0BU
Notice on behalf of the Dalzell Joint Co-ordinating Committee

Aug 29/2980 -3
Sept 29/2987 -3
5pm Prices. Change from previous 9pm close

Aug 29/2980 -3
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UK COMPANY NEWS

David Smith dips 10% to £24m

By John Thornhill

DAVID S SMITH, the paper and packaging group, saw pre-tax profits fall by 10 per cent, from £26.4m to £23.9m, as the recession gnawed at margins. Sales in the year to April 30 declined marginally to £363.4m (£363.7m) but operating profits fell 7 per cent to £31.3m as prices came under pressure, particularly on the commodity paper side of the business.

In April the group raised £50.7m by a rights issue to fund the further expansion of its Kemsley paper mill in Kent. The development had reached the half way point and was set

to be completed by mid-1993. The group originally envisaged annual capacity of 350,000 tons of paper from Kemsley, but had raised its forecast to about 425,000 tons.

Packaging interests, which accounted for about half of group turnover, were said to have held up well. The group would be looking to expand its activities in this area through acquisition, possibly in mainland Europe.

An exceptional cost of £1.87m (£1.49m) was the result of reorganisation. Earnings per share fell from

28.8p to 24.8p. The final dividend is 6.75p bringing the total pay-out to 9.5p (9.25p).

Mr John Miller, formerly of Reedpack, had been appointed finance director.

COMMENT David Smith's profits came in marginally ahead of the forecast made at the time of the rights issue and the shares yesterday climbed 4p to 945p. The rights have secured the group's financial base, enabling it to fund the Kemsley expansion with ease and allowing it to dream about expansion by

acquisition further out. There is as yet no indication of any easing of the competitive pressures nor of any improvement in trading conditions, but the group will be very well-placed to benefit when the upturn does eventually arrive. With a favourable economic breeze in the second half, pre-tax profits may rise this year to over £30m which would put the shares on a prospective multiple of 14. That seems fully valued at present although Smith's attractions should become manifestly apparent as Kemsley nears completion.

ICL expands in continental Europe

By Michael Skapinker

ICL, the UK-based computer company, has bought a 50 per cent share in the European computer service operation of Bell Atlantic, the US telephone company.

ICL, which is owned by Fujitsu of Japan, would not say how much it was paying for the stake but said the purchase would strengthen its continental European operations and allow it to service computers provided by other manufacturers.

The purchase follows ICL's acquisition last May of Nokia Data, the information systems arm of Nokia of Finland.

The jointly-held company, Bell Atlantic Customer Services International, has a turnover of £50m, with about 40 per cent of sales coming from the UK and the rest from continental Europe.

The company, which has 950 employees, will have its headquarters in London. Mr John Proctor, ICL's director of services, said the purchase was part of the group's recognition that services and software had become a more attractive business than computer manufacturing.

Mr Proctor said that European computer hardware sales were growing by 6 per cent a year, compared to 17 per cent in software and services. Half of ICL's £1.6bn sales last year came from software and services.

Customers were increasingly buying computers that were able to communicate with one another and were looking for service providers which could deal with hardware from a range of vendors, he added.

The joint company will be headed by Mr Tom Vassiliades, chief executive officer of Bell Atlantic Business Systems.

Mr Vassiliades said Bell Atlantic would benefit from ICL's infrastructure and reputation in Europe.

ICL operates in 18 European countries.

Trafalgar House must reassure DTI on piling after Davy buy

By Andrew Bolger

TRAFALGAR HOUSE, the construction, property and shipping group, has been asked to allay government concerns over the effect of its £114m takeover of Davy Corporation, the engineering contractor, on the UK market for large diameter bored piling.

The Department of Trade and Industry said the whole bid could be referred to the Monopolies and Mergers Commission unless Trafalgar House promised to divest parts of the merged business which have given rise to competition concerns.

However, the small scale of the piling businesses in relation to the overall takeover

makes it certain that this development will pose no threat to the offer for Davy, which Trafalgar House stressed yesterday remained unconditional. On Monday Trafalgar House said it already had acceptances for 63.88 per cent of the Davy shares.

The DTI said questions of competition arose because a Trafalgar House subsidiary, Cementation Piling and Foundations, was leader in the market for large diameter bored piling, which was also served by a Davy company, Expanded Piling.

Trafalgar House said Expanded Piling's annual turnover of £15m was less than 1 per cent

of Davy's turnover. It had already informed the Office of Fair Trading that the acquisition of Davy would give it a 20 per cent share of the UK market for this particular type of piling. A decision on what undertakings the group should offer would be made by August 1.

Sir Eric Parker, chairman of Trafalgar House subsidiary, Cementation Piling and Foundations, was leader in the market for large diameter bored piling, which was also served by a Davy company, Expanded Piling. Trafalgar House said Expanded Piling's annual turnover of £15m was less than 1 per cent

Doctus shares fall as bank talks continue

By Jane Fuller

SHARES in Doctus, the marketing and management consultancy group, fell to a new low of 22p yesterday, down 5p, as talks continued with bankers and financial advisers about funding arrangements.

Mr Alan Greenough, chief executive since May when he replaced chairman Mr Brian Blake said the group was in the final stages of negotiations to sell two major subsidiaries.

This would help cut borrowings, which had risen from £25m in the spring.

In addition to the disposal of Wallace Group, a marketing subsidiary that came in with Prospective, Mr Greenough said another business was being sold. "If the deal goes through, it will represent a fundamental change," he said.

Marketing accounted for 60 per cent of operating profit last year.

Doctus is releasing its results for the six months to March 31 today, eight weeks later than last year's announcement. It issued a profit warning in April, when Mr Blake said the interim figure would be "quite a bit below" last year's £4.1m.

The share price fell to the level of less than a sixth of last year's high of 138p.

Enlarged Excalibur rises 3%

By Maggie Urry

EXCALIBUR, the jewellery, merchandising and engineering group, reported a 3 per cent rise in pre-tax profits, from \$4m to \$4.14m, in the year to April 30, after exceptional charges of \$278,000.

The group, which has an acquisitive reputation, gained nothing from four purchases made since its \$3.5m rights issue last November. The cash has been spent, but three of the companies bought were loss-making, two coming from receivers.

Mr Michael Griffiths, chairman, said the figures stood up well in a difficult trading period. Gross margins had weakened slightly but operating costs had fallen as a percentage of sales from 21 per cent to 19.5 per cent. The

shares rose 2p to 46p yesterday. Before exceptional charges, profits were 25 per cent ahead at \$5.02m. Turnover was 13 per cent higher at \$90.7m (\$78.8m) and operating profits were 21 per cent up to \$7.17m (\$5.98m). Net interest charges were up from \$1.92m to \$2.16m.

Earnings per share were down 13 per cent at 6.2p (7.1p) affected by the rights issue. A final dividend of 1.4p gives a total of 1.8p (2.35p).

Mr Richard Griffiths, managing director, said \$415,000 of the exceptional cost was taken in the industrial division.

The other \$462,000 was in the jewellery business. There was an extraordinary debit of \$1.46m, about a third of which represented costs arising from two abortive merger attempts.

COMMENT Even Excalibur's strategy of buying assets on the cheap and turning round loss-makers has not kept profits racing ahead in a recession. But the figures seem to have been prepared on a prudent basis, while sales forecasts have also taken account of poor demand in many of the group's areas with costs cut accordingly. A wide spread of customers ought to preclude another Massey-Ferguson problem while a determination to hold margins rather than going for market share in jewellery should be beneficial in the longer term.

On pre-tax forecasts of \$4.5m-\$4.8m, the prospective p/e is around 7.7-8. Not demanding but unlikely to inspire in the short term.

Sutherland makes a meaty £3m

By Jane Fuller

A TURNROUND in its meat activities was the main ingredient in the recovery at Sutherland Holdings in the year to April 27. Previous losses of \$500,000 were induced partly by high pork and beef prices, but this time the USM-quoted food company came back with \$3.02m before tax.

Turnover rose to \$97.8m (\$91.9m), although after Christmas the food service side was hit by reduced air travel during the Gulf War. Recession hit sales to catering customers.

The meat group accounted for about 40 per cent of the \$4.68m (\$754,000) operating profit. Mr Chris Ball, chief executive, said Baron Meats enjoyed more stable raw material prices, had concentrated on higher margin business and cut costs after investment in new technology.

In convenience foods, a new factory for Derbyshire Chilled Foods, the sandwich subsidiary, moved into profit. ET Sutherland, which had started ready meals the previous year,

also breached the break-even point and shed a loss-making canning operation.

Interest charges rose to \$1.88m (\$1.26m) and year-end net debt stood at \$5.5m, with gearing of 57 per cent. Mr Ball said the level had been higher for most of the year after deferred acquisition payments. This year it was expected to fall.

Earnings per share were 3.98p (loss of 0.53p). An increased final dividend of 0.9p makes a total of 1.8p (1.5p).

DAI-ICHI KANGYO BANK

DKB ECONOMIC REPORT

July 1991: Vol. 21, No. 7

Japanese Economy Slows, Prices Warrant Close Monitoring

The Japanese economy has been slowing since last autumn, as indicated in a recently disclosed report by the Bank of Japan on the short-term business survey (May survey). According to the survey, the index of business optimism among major companies has declined from a peak of 53 (November 1989) percentage points to 44 (November '90), to 42 (February '91) and to 38 in the most recent (May '91) survey. At the same time, more companies are viewing product supply-demand conditions as softening.

Essential Supply-Demand: Continuing Labor Shortage

The survey also shows a strong sentiment that the labor shortage is acute (Figure 1). In the background, it is believed that there is the recent factor of shorter working hours. Growth in labor

Price Trends Warrant Close Monitoring

The growth rate in the consumer price index, on a yearly basis, was 3.7% in April, down from 4.5% in January (Table). When energy-related bills, perishable goods and public utilities charges are excluded as volatile factors, however, the CPI remains at a high level. Rising commodity prices are of particular concern, reflecting the increasing prices of processed foods, a major factor among commodities (Table).

Figure 2 shows trends in consumer prices and producers' input/output prices for processed foods. Clearly, growth has been slowing in input prices and rising in output prices since last autumn, and the rising output prices are paralleled by higher consumer prices.

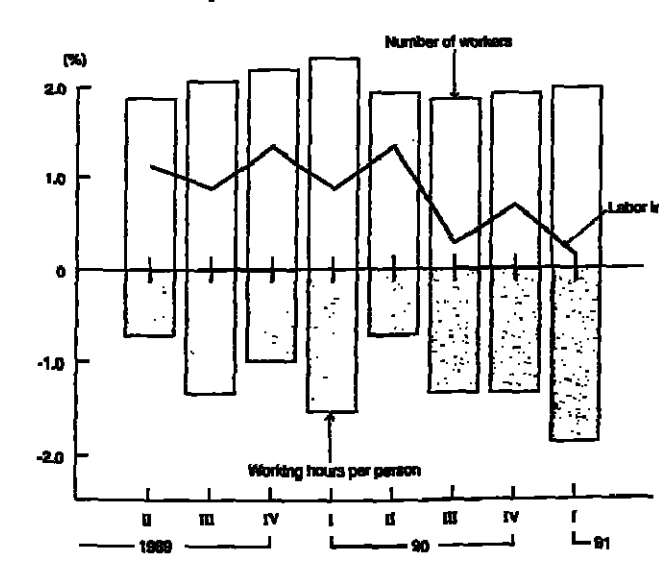
There are three reasons for this: (1)

Input prices grew during the period from the second half of 1988 through early 1990, and this was followed by growth in output prices; (2) Recent increases in labor costs appear to be passed on to output prices; and (3) The labor shortage is attracting more and more home-makers to the workplace. This has an effect on eating styles, increasing the demand for processed foods and raising output prices, another example of the impacts of the labor shortage on prices.

With the slackening supply-demand situation, accelerated growth in consumer prices seems unlikely. Nonetheless, close monitoring will certainly warrant close monitoring for some time to come.

*Business Conditions Diffusion Index: The difference between the percentage (share of the number) of companies responding "favorable" minus those replying "unfavorable."

Figure 1. Rising Number of Workers Amid Slowing Growth in Labor Input



Note: The ratios are in comparison with the same period of the previous year.

Source: Ministry of Labor

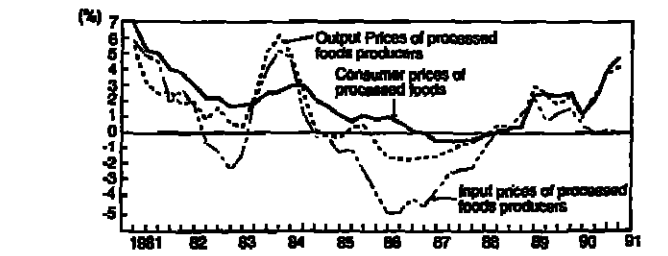
Table. Rising Trend in Processed Foods Prices

	1989/11	12	9/1	2	3	4
General consumer prices	4.2	3.8	4.5	3.9	4.0	3.7
Perishable foods, energy-related items excluded	2.8	3.1	3.3	3.4	3.5	3.5
Services	3.2	3.3	3.8	3.5	3.6	3.5
Commodities	2.8	3.0	3.1	3.4	3.4	3.5
Processed foods	4.0	4.8	4.8	5.0	4.8	5.2

Notes: 1: The figures in "marked" column exclude perishable foodstuffs, energy-related items, public utilities charges, interest income, etc.
2: Processed foods factor weights are 14.4% in general consumer prices and 37.7% in commodities.

Source: Management and Coordination Agency

Figure 2. Decreasing Input Prices and Rising Output Prices for Processed Foods



Source: Management and Coordination Agency, Bank of Japan

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DAI-ICHI KANGYO BANK

The next DKB monthly report will appear Aug. 23.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Aldrich & Sons	5p	Nov 1	5p	5p	7p
Banks (Shire)	5.5p	Nov 1	5.5p	5.5p	8p
Douglas (Robt)	7.5p	Sept 30	7.5p	10.5p	10.5p
Excalibur	1.4p	Oct 21	1.1p	1.8p	1.35p
Flamingo Fledge	1p	Sept 8	1p	1p	3.5p
Hill & Smith	2.1p	Sept 27	1.7p	5.1p	5.1p
ICI	21p	Oct 7	21p	55p	55p
MC	3.51p	Oct 7	3.12p	5.67p	5.28p
MTI	1p	Oct 3	1p	2p	1p
Owners Abroad	0.9075p	Nov 1	0.825p	2.9p	2.9p
Seville	nil	Nov 1	2.825p	3.75p	3.75p
SEP Industrial	nil	Nov 1	0.44p	1.04p	1.04p
Smith (David)	6.75p	Oct 1	6.5p	9.5p	9.25p
Thornorton Tat	0.9p	Nov 1	0.9p	2.15p	2.15p
Yeoman Invest	5.5p	Nov 1	5.5p	13.6p	13.6p

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. \$USM stock.

DOUGLAS

Challenging conditions highlight Group strengths

Summary of Results

Year ended 31st March 1991

Turnover	£339 m
Pre-tax profit	£11.05 m
Profit attributable to members	£5.8 m
Earnings per share	51.8p
Dividends per share	10.5p

"As the industry passes through the worst recession for many years, our performance highlights our inherent strengths. Low gearing and effective financial controls make us well placed to take advantage of the economic upturn when it arrives, but the continued weakness of UK demand inevitably affects trading in the current year, which is proving more difficult than 1990/91"

John Douglas OBE, Chairman
Robert M. Douglas Holdings PLC

CONSTRUCTION • HOUSING & PROPERTY DEVELOPMENT
CONSTRUCTION EQUIPMENT & PLANT
MATERIALS SUPPLY & SPECIALIST CONTRACTING

Market awaits arrival of Iraqi and Kuwaiti crude

By Deborah Hargreaves

THE OIL market is playing a waiting game for Iraqi and Kuwaiti crude that could reach the markets in the next few months. But while the oil has not reached the market yet, the effect of its release has been built into prices over the last week.

Oil prices were firmer earlier this week when North Sea Brent crude oil for September delivery was edging up above \$20.30 a barrel. But the market's expectation that the United Nations will allow Iraq to sell a small amount of oil knocked the price back to \$19.55 yesterday. Traders are now looking uncertainly towards the fourth quarter, when Iraqi and Kuwaiti oil could help meet a rise in demand as colder weather sets in the west and the US starts to pull out of recession.

The UN security council was last night expected to give the go-ahead for Iraq to release

\$1.5bn-worth of oil to pay for emergency food and medical supplies. Iraq has petitioned to be allowed to sell double this amount. The Iraqi oil will probably be exported through the pipeline running over Turkey, which would take about two to three weeks to reopen. That pipeline needs repairs, without which, Iraqi exports could run at a rate of 500,000 barrels a day to 600,000 b/d.

Analysts have estimated that, at current prices, and a rate of 500,000 b/d, Iraq would be selling oil for 5 months to gain \$1.5bn. In addition, Kuwait has said it will resume loading oil for export this weekend which could see it selling 100,000 b/d by the fourth quarter.

Mr Peter Bogin at Cambridge Energy Research Associates reckons this extra oil in the market is unlikely to have much effect on fourth quarter prices since demand will rise

to absorb it. CERA is predicting an increase of some 2m to 2.5m b/d in demand for oil from the Organisation of Petroleum Exporting Countries to some 26m b/d (which includes 2m b/d of liquefied natural gas).

If demand rises by that much, mostly for seasonal reasons, but also as the economies of the US and western Europe pick up, there will be room for Opec to raise its output as well as for Iraqi and Kuwaiti oil. Opec is banking on a fairly large rise in demand, which will make its production negotiations in September much more harmonious. Opec production is now believed to be about 23m b/d.

At the same time, North Sea output is picking up from a 2-year low caused by severe dry weather in the North Sea. The Royal Bank of Scotland said a rise in June output of 140,000 b/d pushed North Sea output up to 1.6m b/d.

Palm oil import deal reported

By Lim Siong Hoon in Kuala Lumpur

IRAQ IS reported to have reached agreement with Malaysia to buy 250,000 tonnes of palm oil, despite the trade embargo imposed on it by the UN since last year.

The deal, for an undisclosed sum and for delivery within 15 months, would open the way for Malaysia to recover \$221m (\$3m) in debts from the Iraqis left outstanding because of the Gulf war.

Agreement on the latest contract and repayment was reached on July 12 between the Iraqi State Enterprise for Vegetable Oil and the Malaysian

state-run Federal Land Development Authority, which manages the largest oil palm estates. The authority exports palm oil to more than half a dozen countries, mostly in the Middle East. Iraq was its second largest customer last year, with 138,000 tonnes, compared with 160,000 tonnes bought by the Soviet Union.

Last week, visiting Soviet officials sought the Malaysian government's support for \$200m in credit to buy palm oil. One Soviet official has expressed fears that any form of official credit may run into

difficulties since Malaysia, as a developing country, receives low-interest loans from western credit and aid agencies. The alternative is for the Soviets to obtain private Malaysian credit.

Malaysian palm oil stocks are continuing to fall, while prices in the Kuala Lumpur Commodity Exchange have soared to nearly \$900 (£190) a tonne currently.

Stocks fell by 13 per cent during last month to just slightly over 500,000 tonnes, compared to more than 1m tonnes 18 months ago.

Big tea buyers return to Colombo

THE LONG-awaited return of Sri Lanka's biggest tea buyers, Egypt and Iraq, to the Colombo auction this week lifted tea prices, brokers said, reports Reuters from Colombo. Prices were expected to spiral further in coming weeks, they added.

"The market immediately reacted to their [Egypt's and Iraq's] presence and prices went on the move," said Mr Ravi Kumararane, tea director of the Forbes and Walker broking house.

But other brokers said the auction average moved up by only two or three rupees a kilogram from last week's average of Rs47.89 (73p) because both countries were selective in their purchases. Iraq purchased small quantities of good leaf tea while Egypt went for leafy grades. The bottom price in the market this week rose to Rs50 from Rs42 last week.

Egypt, Colombo's biggest buyer, stopped buying about three months ago after saying it found iron particles in the tea.

Iraq, the second largest customer, has been absent from the auction since August 1990 when the United Nations imposed a trade embargo on Baghdad following its invasion of Kuwait.

Sri Lankan authorities at the time acknowledged the Egyptian complaint and said there were some signs of iron particles from machines used in grinding.

But they also assured Cairo it would not recur and promised strict quality checks. Despite that, Egypt stayed away. Some traders said a cash shortage may have been the reason for its absence.

One broker forecast that Iraq would buy 3m kg of tea in the next few weeks for delivery in

August and was taking part in the auction through four local buyers.

Baghdad was also expected to buy on tender, a system it had not used before, he said. Recent statistics also show that Jordan, suspected of sending tea across the border to Iraq during the Gulf War, has emerged as a big buyer.

"Forbes, in a report" on exports of tea buyers, said Jordan bought 10.8m kg in the first half of this year compared with only 2.2m kg in the same 1990 period.

Iraq, which is also alleged to have smuggled tea to Iraq, bought 18.4m kg and 11.6m kg respectively in the same periods.

Another big buyer was the United Arab Emirates, which took 8m kg in the six months to June 1991 compared with 1.4m kg in the same 1990 period.

Financial engineering tames the gold market

Hedging has trapped the price in a relatively narrow range, writes Kenneth Gooding

MODERN technology allows miners to trace specks of gold invisible even under a microscope and to release them profitably from material that once would have been discarded as waste.

Modern financial engineering, a more recent introduction to the industry, allows gold miners to lock in certain profit and achieve prices on their sales well above the market average.

Amex Gold, for example, last year achieved on average a premium of US\$50 an ounce over the New York Commodity Exchange spot price for its metal.

Mr Marvin Kaiser, chief financial officer, listed at the recent Financial Times gold conference some of the exotic "tools" employed: FDEs (fixed deferred forwards); SDEs (spot deferred forwards); CDOs (committed sale options); CPOs (committed purchase options); COs (compound options); DOs (knock-out options); CCOs (committed close-out sales) and SIPs (simulated inventory positions).

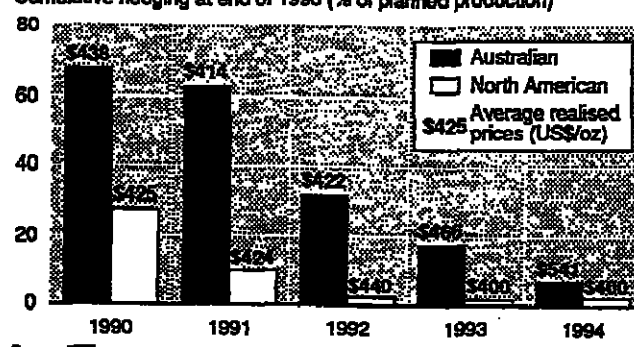
"For mining companies, hedging is now like dining in a restaurant which offers not only a generous set menu in the form of exchange forwards and options, but also a vast à la carte menu covering a wide choice of dishes - European and American-style options, lookback options, knock-out options, flat and variable forwards, spot deferreds and so on."

"The mining community is spoilt for choice," says Ms Jessica Jacks, an economist who studies the gold market for the RTZ Corporation, the world's biggest mining company.

It is generally agreed that all this hedging activity by the gold producers has trapped the gold price in a relatively narrow trading range in the past two or three years. Although they act individually, such is

Gold

Cumulative hedging at end of 1990 (% of planned production)



Source: RTZ

the speed of world communications that they all tend to act at one time, selling forward tonnes of gold whenever the price shows signs of moving strongly upwards. This puts a cap on price rises.

These producers who hedge extensively say they are in a Catch 22 situation - they have a duty to shareholders to protect themselves from a collapse in the gold price but they know their efforts will probably prevent the strong recovery in the gold price they so devoutly wish for.

Ms Jacks says: "The more mines hedge, the more their cumulative activity caps the gold price and therefore the more they need to hedge to protect their profitability. Hedging has become self-reinforcing."

Hedging also affects the gold market by enabling marginal mines to stay in business. "The global mining industry is currently achieving prices that are substantially higher than today's current market price."

More importantly, a good deal of future production, out as far as 1996, has been protected at these high prices," says Ms Jacks. "This implies that, while there will be casualties in future, we are not going to see the substantial capacity closures that many have been anticipating in the near future."

"Mines which are incurring high costs and which currently look very marginal are probably able to keep operating for longer than expected simply because they are achieving prices that bear little relation to current market prices."

Until recently there was very little information readily available about the gold industry's hedging activities. However, Ms Jacks has pulled together some detailed statistics, after painstaking inquiries covering about two-thirds of 1990 gold production.

Her conclusions will not be welcomed by gold bulls. She suggests that the North American industry, the second-largest in the world, is relatively under-hedged compared with Australia's. Meanwhile, South Africa, the biggest gold producer, has only dipped a toe in the water. So hedging will remain an important depressant in the gold market for some time to come.

During the first six months of this year, Ms Jacks contacted 60 of the big gold mining companies in Australia and North America to ask for detailed information about their hedging policies. She also drew heavily on research about North American hedging by Mr Ted Reeve of Credit Suisse

First Boston in Toronto.

Ms Jacks gave a taste of the results of her research at the Financial Times gold conference. Now she has published the full details. These show that more than 1,100 tonnes of gold was covered by hedging at the end of last year. The total was boosted to an even higher level when the Gulf crisis flared into war this year, Ms Jacks points out.

She says the most important influence on the gold price was the net new hedging business - which last year involved 236 tonnes, most of it (169 tonnes) in forward sales.

By the end of 1990 the Australian gold industry had sold 81 per cent of its 1991 output, locking in an average price of US\$447 an ounce. It had also committed 50 per cent of 1992's production and 34 per cent of that for 1993.

However, total new hedging business by Australian companies totalled only 8 tonnes, implying they did not hedge the price as much as widely believed. In contrast, North American companies accounted for 124 tonnes of net new hedging business at an average of US\$430 an ounce.

But "hedging in North America still has a long way to go both in terms of the volumes involved and the type of instrument used," says Ms Jacks.

South Africa has only just entered the "hedging maze" but at the end of last year, 15 per cent of annual output or 90 tonnes of 1991 production associated with some sort of price protection.

Ms Jacks points out that "these figures do not take account of the producer hedging that occurred during the extraordinary night of January 17, 1991, as war broke out in the Middle East. Since then the global hedged position is known to be substantially higher than at the end of 1990."

She says that, because Australian production seems to have peaked for the time being,

hedging by that country can be expected to level off and then gradually fall. But "I am expecting a further build up of hedging by the Canadians and the Americans reaching a maximum perhaps in the early to mid-1990s."

Once South Africa is taken into account, "cumulatively, I foresee that the global total in outstanding hedging is going to remain high for some time to come," says Ms Jacks.

What would it take to persuade the mining industry to unwind its positions and withdraw from the forward and options markets?

Ms Jacks dismisses the idea that hedging "indigestion" will set in because mining companies will be so fully hedged that they will be unable to complete further business. She explains: "A mining company can buy back a contract at a lower price only to resell into new rallies. Furthermore, the newer instruments without the obligatory physical delivery, such as options, offer greater freedom and flexibility."

She suggests there are two ways in which hedging might become less important to the gold market. Firstly, the gold price would have to lapse into a prolonged and deep backwash (where the price for immediate delivery is above that for future delivery) of the sort seen until recently in base metals markets. Secondly, there would have to be a sharp and prolonged fall in bullion lending by central banks. This would effectively reduce the liquidity necessary for the forward markets to operate.

"Without this liquidity, bullion dealers would find it difficult to offset the miners' forward sales."

Ms Jacks says, however, that there is very little likelihood of either of these changes taking place.

*Available from Publications and Publishing, RTZ Corporation, 6 St James's Square, London, SW1Y 4LD, England.

Nickel project seems sure to go ahead

By Enrique Tessieri in Helsinki

FEARS HAVE faded that the Mt Keith nickel project in Western Australia, which would add about 5 per cent to supply outside the former eastern bloc countries, will founder because of technical problems.

Outokumpu, the state-owned Finnish group, and Australian Consolidated Minerals, partners in the venture, said they were ready to go ahead following further metallurgical test work. Their announcement coincided with a bid for ACM by Western Mining and Noranda Possidion, two big Australian groups. If the bid is successful, Western Mining, already the western world's third-largest nickel producer,

would take the Mt Keith project as its part of the spoils.

Western said it could cut development costs from the expected US\$550m by linking the project with its Windarra nickel project nearby.

So, one way or another, Mt Keith seems certain to yield up its riches. The ACM-Outokumpu proposals envisage start-up in 1993 and a 20-year life for Mt Keith, which would produce an annual 140,000 tonnes of concentrate containing 30,000 tonnes of nickel.

Go-ahead for the project has been stalled because of a high magnesium content in the ore and difficulties over finalising non-recourse finance.

Mr Graham Mascall, managing director of Outokumpu Metals & Resources International, said yesterday that further testing showed that the magnesia problem was "manageable". Outokumpu is also taking responsibility for all financing of the project.

Outokumpu planned to buy 18,000 tonnes a year of Mt Keith nickel to feed its Harjavalta plant in Finland and to sell on world markets. So the bid is most unwelcome. "We saw it as an untidy attack, which we will not forget," said Mr Risto Virrankoski, president of Outokumpu Metals & Resources International.

Brazilian farmers assess frost damage to crops

By Victoria Griffith in Sao Paulo

BRAZILIAN FARMERS were yesterday assessing damage from two nights of frost as weather forecasters said the cold weather would continue. Wheat, currently in the ear-producing growth phase, is especially at risk. Southern soyabean plantations may also suffer.

Temperatures reached freezing point two nights in a row in the southern states of Parana and Rio Grande do Sul. Sao Paulo state, an important producer of coffee and oranges, also registered frosts in some areas.

The cold weather has been

caused by a polar air mass centred over Paraguay. Agrometists said grazing pastures in the southern states had clearly suffered damage. But, so far, products such as peaches and apples, may have benefited from the cold weather.

A confidential memorandum handed by Colombian President Cesar Gaviria to his Brazilian counterpart Mr Fernando Collor de Mello last week proposed that the world's two biggest coffee exporters begin talks aimed at "co-ordinating and reorganising" the world coffee market, according to the Bogota daily El Espectador.

WORLD COMMODITIES PRICES

MARKET REPORT

Copper prices edged ahead on the LME, with the market cautious ahead of developments in Chile. Miners at El Teniente, the world's second largest mine, vote on Monday on whether to strike from August 1. Tin prices continued to advance, although traders said the move was largely speculative as physical interest was dull. Talk of problems at Billiton's tin smelter in Arnhem, Netherlands has added recent gains. Aluminium prices continued this week's decline as the market remained under pressure from talk of more large increases in LME warehouse stocks. Dealers said that 50,000 tonnes of Soviet metal being unloaded in Rotterdam this week

would not all be immediately available for delivery against LME contracts. But an application for the Soviet BAS brand to be registered with the LME should result in most of this metal becoming deliverable in the next few weeks, if approved. On the London bullion market gold eased again. The predominant bullish market sentiment on gold has been eroded by the sharp losses seen in silver on Wednesday. Gold is beginning to look vulnerable on the downside, despite its positive chart outlook, dealers said. Silver futures were up on Comex at midday, but off the session highs.

Compiled from Reuters

London Markets

SPOT MARKERS	
Crude oil (per barrel FOB)	
Dubai	\$18.20-18.30 +0.20
Brent Blend (dated)	\$19.50-19.60 +0.25
South Blend (Sep)	\$19.50-19.55 +0.20
WTI (1st oil east)	\$21.40-14.50 +0.25
Oil (prompt delivery per tonne CIF) + or -	
Premium Gasoline	\$24.1-24.3
Gas Oil	\$18.18-18.1
Heavy Fuel Oil	\$17.73
Naphtha	\$18.4-18.6 +1
Petroleum Argus Estimate	
Other	
Gold (per troy oz)	\$355.20 -0.85
Silver (per troy oz)	\$411.30
Platinum (per troy oz)	\$358.25 -2.0
Palladium (per troy oz)	\$350.50 -0.50
Copper (US Producer)	102.9
Lead (US Producer)	50c
Tin (Kuala Lumpur market)	15.54 +0.03
Tin (New York)	267.0 +2.0
Zinc (US Prime Western)	82c
Sheep (live weight)	109.15p -2.05
Goat (dead weight)	120.24p +0.40p
Pigs (live weight)	69.01p +3.00p
London daily sugar (raw)	\$22.2p +7.0
London daily sugar (white)	\$22.5p +1.0
Tea and Lyle export price	\$27.5 +4.5
Barley (English feed)	118.5t
Mats (US No. 3 yellow)	\$178.0
Wheat (US Dark Northern)	Und.
Rubber (Aug/Feb)	\$4.25p +1.00
Rubber (Sep/Mar)	\$4.75p +1.00
Cocoa (1st RS No 1 Aug)	\$28.5p
Cocoa oil (Philippines)	\$470.0c
Palm oil (Malaysia)	\$322.2c
Copra (Philippines)	\$310c
Soybeans (US)	\$155c -3
Cotton "A" index	76.45c -0.75
Woolprice (4th Super)	\$22p

SUGAR - London FOX		(\$ per tonne)	
Raw	Close Previous High/Low		
Aug	254.00 248.00 250.00 244.00		
Oct	204.00 204.00 206.00 204.00		
Dec	191.00 182.00 181.00		
Mar	161.00 161.00 162.00 160.00		
White	Close Previous High/Low		
Oct	233.0 232.4 233.9 232.0		
Dec	273.5 274.4 275.5 274.0		
Mar	273.0 273.5 273.8 272.0		
Nov	273.0 273.5 273.8 272.0		
Aug	273.0 273.5 273.8 272.0		
Turnover: Raw 325 (388) lots of 80 tonnes. White 519 (877)			
PARIS-White (OFF) per tonne		Oct 1702 Dec 1054	
CHROME OIL - IPE (\$/barrel)			
	Latest	Previous	High/Low
Sep	18.28	18.69	18.68 18.48
Oct	18.25	18.67	18.69 18.48
Nov	19.57	19.77	19.68 19.56
Dec	18.69	18.69	18.61 18.59
ICE Index	19.44	19.57	
Turnover 13627 (14137)			
GAS OIL - IPE (\$/tonne)			
	Latest	Previous	High/Low
Aug	164.50	161.50	164.00 162.25
Sep	162.25	162.75	162.50 162.25
Oct	167.76	166.76	168.00 166.50
Nov	168.00	166.50	168.00 166.75
Dec	160.00	167.00	160.00 167.00
Jan	160.00	162.75	160.00 164.50
Feb	161.75	174.00	161.75 174.00
Mar	168.00	174.00	168.00 174.00
Apr	174.25	172.50	174.25 172.50
Turnover 8201 (9718) lots of 100 tonnes			
FRUIT & VEGETABLES			
There is an abundance of home grown soft fruit available with strawberries at 65-90p lb (45-70p), raspberries at 40-55p a lb (45-70p), redcurrants and blackberries at 30-50p a lb, English cherries at 61.00-1.10 a lb (£1.40-1.45) are a good fruit buy, together with 100-120p for groundnuts at 40-45p each (40-45p) for red varieties and 25-35p each (25-35p) for white grapefruit. New season English lemons is excellent this week at 100-110p (75-75p). English carrots at 22-25p a lb (22-25p), and English broad beans at 35-40p a lb. Round leeks at 28-35p each (28-35p) and leeks at 46-55p			

AMERICANS

CANADIANS

RANKS, HP & LEASING

CHEMICALS PLASTICS

BEERS, WINES & SPIRITS

BUILDING TIMBER ROADS

DRAPERY AND STORES—Contd

ELECTRICAL

ENGINEERING

FOOD, GROCERIES, ETC.

HOTELS AND CATERERS

INDUSTRIALS (Miscel.)

— continued — Contd

RAIS (Miscel.) – Contd

INSURANCES

[illegible]

LONDON SHARE SERVICE

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LEISURE

Stock	Price	% Chg	Div	Yield
10000 Leisure	100.00	0.0	0.00	0.0
10001 Leisure	100.00	0.0	0.00	0.0
10002 Leisure	100.00	0.0	0.00	0.0
10003 Leisure	100.00	0.0	0.00	0.0
10004 Leisure	100.00	0.0	0.00	0.0
10005 Leisure	100.00	0.0	0.00	0.0
10006 Leisure	100.00	0.0	0.00	0.0
10007 Leisure	100.00	0.0	0.00	0.0
10008 Leisure	100.00	0.0	0.00	0.0
10009 Leisure	100.00	0.0	0.00	0.0
10010 Leisure	100.00	0.0	0.00	0.0

PROPERTY

Stock	Price	% Chg	Div	Yield
20000 Property	200.00	0.0	0.00	0.0
20001 Property	200.00	0.0	0.00	0.0
20002 Property	200.00	0.0	0.00	0.0
20003 Property	200.00	0.0	0.00	0.0
20004 Property	200.00	0.0	0.00	0.0
20005 Property	200.00	0.0	0.00	0.0
20006 Property	200.00	0.0	0.00	0.0
20007 Property	200.00	0.0	0.00	0.0
20008 Property	200.00	0.0	0.00	0.0
20009 Property	200.00	0.0	0.00	0.0
20010 Property	200.00	0.0	0.00	0.0

TRANSPORT - Contd

Stock	Price	% Chg	Div	Yield
30000 Transport	300.00	0.0	0.00	0.0
30001 Transport	300.00	0.0	0.00	0.0
30002 Transport	300.00	0.0	0.00	0.0
30003 Transport	300.00	0.0	0.00	0.0
30004 Transport	300.00	0.0	0.00	0.0
30005 Transport	300.00	0.0	0.00	0.0
30006 Transport	300.00	0.0	0.00	0.0
30007 Transport	300.00	0.0	0.00	0.0
30008 Transport	300.00	0.0	0.00	0.0
30009 Transport	300.00	0.0	0.00	0.0
30010 Transport	300.00	0.0	0.00	0.0

INVESTMENT TRUSTS - Contd

Stock	Price	% Chg	Div	Yield
40000 Investment	400.00	0.0	0.00	0.0
40001 Investment	400.00	0.0	0.00	0.0
40002 Investment	400.00	0.0	0.00	0.0
40003 Investment	400.00	0.0	0.00	0.0
40004 Investment	400.00	0.0	0.00	0.0
40005 Investment	400.00	0.0	0.00	0.0
40006 Investment	400.00	0.0	0.00	0.0
40007 Investment	400.00	0.0	0.00	0.0
40008 Investment	400.00	0.0	0.00	0.0
40009 Investment	400.00	0.0	0.00	0.0
40010 Investment	400.00	0.0	0.00	0.0

WATER

Stock	Price	% Chg	Div	Yield
50000 Water	500.00	0.0	0.00	0.0
50001 Water	500.00	0.0	0.00	0.0
50002 Water	500.00	0.0	0.00	0.0
50003 Water	500.00	0.0	0.00	0.0
50004 Water	500.00	0.0	0.00	0.0
50005 Water	500.00	0.0	0.00	0.0
50006 Water	500.00	0.0	0.00	0.0
50007 Water	500.00	0.0	0.00	0.0
50008 Water	500.00	0.0	0.00	0.0
50009 Water	500.00	0.0	0.00	0.0
50010 Water	500.00	0.0	0.00	0.0

MINES - Contd

Stock	Price	% Chg	Div	Yield
60000 Mines	600.00	0.0	0.00	0.0
60001 Mines	600.00	0.0	0.00	0.0
60002 Mines	600.00	0.0	0.00	0.0
60003 Mines	600.00	0.0	0.00	0.0
60004 Mines	600.00	0.0	0.00	0.0
60005 Mines	600.00	0.0	0.00	0.0
60006 Mines	600.00	0.0	0.00	0.0
60007 Mines	600.00	0.0	0.00	0.0
60008 Mines	600.00	0.0	0.00	0.0
60009 Mines	600.00	0.0	0.00	0.0
60010 Mines	600.00	0.0	0.00	0.0

OIL AND GAS

Stock	Price	% Chg	Div	Yield
70000 Oil & Gas	700.00	0.0	0.00	0.0
70001 Oil & Gas	700.00	0.0	0.00	0.0
70002 Oil & Gas	700.00	0.0	0.00	0.0
70003 Oil & Gas	700.00	0.0	0.00	0.0
70004 Oil & Gas	700.00	0.0	0.00	0.0
70005 Oil & Gas	700.00	0.0	0.00	0.0
70006 Oil & Gas	700.00	0.0	0.00	0.0
70007 Oil & Gas	700.00	0.0	0.00	0.0
70008 Oil & Gas	700.00	0.0	0.00	0.0
70009 Oil & Gas	700.00	0.0	0.00	0.0
70010 Oil & Gas	700.00	0.0	0.00	0.0

MOTORS, AIRCRAFT TRADES

Stock	Price	% Chg	Div	Yield
80000 Motors	800.00	0.0	0.00	0.0
80001 Motors	800.00	0.0	0.00	0.0
80002 Motors	800.00	0.0	0.00	0.0
80003 Motors	800.00	0.0	0.00	0.0
80004 Motors	800.00	0.0	0.00	0.0
80005 Motors	800.00	0.0	0.00	0.0
80006 Motors	800.00	0.0	0.00	0.0
80007 Motors	800.00	0.0	0.00	0.0
80008 Motors	800.00	0.0	0.00	0.0
80009 Motors	800.00	0.0	0.00	0.0
80010 Motors	800.00	0.0	0.00	0.0

Commercial Vehicles

Stock	Price	% Chg	Div	Yield
90000 Commercial	900.00	0.0	0.00	0.0
90001 Commercial	900.00	0.0	0.00	0.0
90002 Commercial	900.00	0.0	0.00	0.0
90003 Commercial	900.00	0.0	0.00	0.0
90004 Commercial	900.00	0.0	0.00	0.0
90005 Commercial	900.00	0.0	0.00	0.0
90006 Commercial	900.00	0.0	0.00	0.0
90007 Commercial	900.00	0.0	0.00	0.0
90008 Commercial	900.00	0.0	0.00	0.0
90009 Commercial	900.00	0.0	0.00	0.0
90010 Commercial	900.00	0.0	0.00	0.0

Components

Stock	Price	% Chg	Div	Yield
10000 Components	1000.00	0.0	0.00	0.0
10001 Components	1000.00	0.0	0.00	0.0
10002 Components	1000.00	0.0	0.00	0.0
10003 Components	1000.00	0.0	0.00	0.0
10004 Components	1000.00	0.0	0.00	0.0
10005 Components	1000.00	0.0	0.00	0.0
10006 Components	1000.00	0.0	0.00	0.0
10007 Components	1000.00	0.0	0.00	0.0
10008 Components	1000.00	0.0	0.00	0.0
10009 Components	1000.00	0.0	0.00	0.0
10010 Components	1000.00	0.0	0.00	0.0

Garages and Distributors

Stock	Price	% Chg	Div	Yield
11000 Garages	1100.00	0.0	0.00	0.0
11001 Garages	1100.00	0.0	0.00	0.0
11002 Garages	1100.00	0.0	0.00	0.0
11003 Garages	1100.00	0.0	0.00	0.0
11004 Garages	1100.00	0.0	0.00	0.0
11005 Garages	1100.00	0.0	0.00	0.0
11006 Garages	1100.00	0.0	0.00	0.0
11007 Garages	1100.00	0.0	0.00	0.0
11008 Garages	1100.00	0.0	0.00	0.0
11009 Garages	1100.00	0.0	0.00	0.0
11010 Garages	1100.00	0.0	0.00	0.0

NEWSPAPERS, PUBLISHERS

Stock	Price	% Chg	Div	Yield
12000 Newspapers	1200.00	0.0	0.00	0.0
12001 Newspapers	1200.00	0.0	0.00	0.0
12002 Newspapers	1200.00	0.0	0.00	0.0
12003 Newspapers	1200.00	0.0	0.00	0.0
12004 Newspapers	1200.00	0.0	0.00	0.0
12005 Newspapers	1200.00	0.0	0.00	0.0
12006 Newspapers	1200.00	0.0	0.00	0.0
12007 Newspapers	1200.00	0.0	0.00	0.0
12008 Newspapers	1200.00	0.0	0.00	0.0
12009 Newspapers	1200.00	0.0	0.00	0.0
12010 Newspapers	1200.00	0.0	0.00	0.0

PAPER, PRINTING, ADVERTISING

Stock	Price	% Chg	Div	Yield
13000 Paper	1300.00	0.0	0.00	0.0
13001 Paper	1300.00	0.0	0.00	0.0
13002 Paper	1300.00	0.0	0.00	0.0
13003 Paper	1300.00	0.0	0.00	0.0
13004 Paper	1300.00	0.0	0.00	0.0
13005 Paper	1300.00	0.0	0.00	0.0
13006 Paper	1300.00	0.0	0.00	0.0
13007 Paper	1300.00	0.0	0.00	0.0
13008 Paper	1300.00	0.0	0.00	0.0
13009 Paper	1300.00	0.0	0.00	0.0
13010 Paper	1300.00	0.0	0.00	0.0

SHOES AND LEATHER

Stock	Price	% Chg	Div	Yield
14000 Shoes	1400.00	0.0	0.00	0.0
14001 Shoes	1400.00	0.0	0.00	0.0
14002 Shoes	1400.00	0.0	0.00	0.0
14003 Shoes	1400.00	0.0	0.00	0.0
14004 Shoes	1400.00	0.0	0.00	0.0
14005 Shoes	1400.00	0.0	0.00	0.0
14006 Shoes	1400.00	0.0	0.00	0.0
14007 Shoes	1400.00	0.0	0.00	0.0
14008 Shoes	1400.00	0.0	0.00	0.0
14009 Shoes	1400.00	0.0	0.00	0.0
14010 Shoes	1400.00	0.0	0.00	0.0

SOUTH AFRICANS

Stock	Price	% Chg	Div	Yield
15000 South Africa	1500.00	0.0	0.00	0.0
15001 South Africa	1500.00	0.0	0.00	0.0
15002 South Africa	1500.00	0.0	0.00	0.0
15003 South Africa	1500.00	0.0	0.00	0.0
15004 South Africa	1500.00	0.0	0.00	0.0
15005 South Africa	1500.00	0.0	0.00	0.0
15006 South Africa	1500.00	0.0	0.00	0.0
15007 South Africa	1500.00	0.0	0.00	0.0
15008 South Africa	1500.00	0.0	0.00	0.0
15009 South Africa	1500.00	0.0	0.00	0.0
15010 South Africa	1500.00	0.0	0.00	0.0

TEXTILES

Stock	Price	% Chg	Div	Yield
16000 Textiles	1600.00	0.0	0.00	0.0
16001 Textiles	1600.00	0.0	0.00	0.0
16002 Textiles	1600.00	0.0	0.00	0.0
16003 Textiles	1600.00	0.0	0.00	0.0
16004 Textiles	1600.00	0.0	0.00	0.0
16005 Textiles	1600.00	0.0	0.00	0.0
16006 Textiles	1600.00	0.0	0.00	0.0
16007 Textiles	1600.00	0.0	0.00	0.0
16008 Textiles	1600.00	0.0	0.00	0.0
16009 Textiles	1600.00	0.0	0.00	0.0
16010 Textiles	1600.00	0.0	0.00	0.0

TOBACCO

75	Capitol 10p	82	3.0	5.1	
135	Dawson Int'l	168	9.0	1.0	7.1 (RA)
171	Dressmond Group	34	1.0		3.8
56	Empire Trading Co	77	4.9	1.9	8.5 8.2
33	Foster (John)	55	0.5		1.2
145	Gastell 20p	150	8.5	2.3	7.6 7.7
33	Haggar (John) 10p	58	2.0	1.5	32.5
60	Inc Inc Postcard	74	2.25		4.1

● Current Unit Trust prices are available on FT Cityline. Calls charged at 45p per minute peak and 34p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 925-2128.

[illegible][illegible][illegible][illegible][illegible]

Southern Wisconsin		Wisconsin (Other)	
10	44.4	44.4	44.4
20	44.4	44.4	44.4
30	44.4	44.4	44.4
40	44.4	44.4	44.4
50	44.4	44.4	44.4
60	44.4	44.4	44.4
70	44.4	44.4	44.4
80	44.4	44.4	44.4
90	44.4	44.4	44.4
100	44.4	44.4	44.4

Stanger Eastern Fund Mgmt Ltd
 2000 N. 1st St., Madison, Wisconsin 53703
 Stanger Eastern Fund Mgmt Ltd
 Stanger Eastern Fund Mgmt Ltd

Stanger (Albert E.) & Co. Brokerage
 500 N. 1st St., Madison, Wisconsin 53703
 Stanger (Albert E.) & Co. Brokerage
 Stanger (Albert E.) & Co. Brokerage

Stanger & Friedman UT Mgmt Ltd
 2000 N. 1st St., Madison, Wisconsin 53703
 Stanger & Friedman UT Mgmt Ltd
 Stanger & Friedman UT Mgmt Ltd

Stanger & Williamson Unit Tr Mgmt Co
 2000 N. 1st St., Madison, Wisconsin 53703
 Stanger & Williamson Unit Tr Mgmt Co
 Stanger & Williamson Unit Tr Mgmt Co

[illegible]

TIME: The show starts alongside the band's newswire at the time of the week's release. Your individual viewing time is indicated by the symbol alongside the broadcast unit hour count. The symbols are as follows: (W) - 0001 to 1300 hours; (M) - 1101 to 1400 hours; (F) - 1401 to 1700 hours; (S) - 1701 to midnight. Daily dealing prices are set on the basis of the valuation point, a short period of time may elapse before prices become available.

Other explanatory notes are contained in the last column of the FT Managed Funds Service.

55 Life Assurance and Unit Trust Regulatory Organizations,
Crested Peak,
100, 101 and Oxford Street, London WC1A 1SH
Tel: 071-471-4444.

Continued on next page

Barrocos Fund	97.24	95.24	94.80	+0.91	+0.78
Bell Energy Fund	120.74	30.74	32.68	+0.11	0.00
Global Gold Fd	120.19	30.20	27.57	+0.11	0.00
Global Leisure Fund	108.27	28.27	61.76	+1.53	0.50
Global Technology Fund	127.09	29.34	31.20	+0.22	0.50

FT MANAGED FUNDS SERVICE

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar rallies against D-Mark

THE DOLLAR recovered yesterday the 2 pence loss against the D-Mark on Wednesday. This was largely based on covering of short positions in expectation that today's US gross national product figure for the second quarter will be strong.

The currency eased back initially following news that the numbers claiming first time unemployment benefit in the US rose by 30,000 in the week ending July 13, against expectations of 11,000, but the data had little lasting impact.

After Wednesday's disappointing figures on US durable goods orders the market is waiting to see whether today's GNP news points towards a fast recovery from recession.

Economists are looking for growth of around 1 per cent, compared with a fall of 2.8 per cent in the first quarter.

There was a warning however from the US National Association of Manufacturers of an "unusually slow" economic recovery, coupled with a call for gradual further reductions in short-term interest rates.

The association also said "we expect a slow recovery with GNP advancing at only a 2.8 per cent rate" over the next four quarters. It added that the dollar is likely to peak in the third quarter and then fall.

At the London close the dollar had climbed to DM1.7560 from DM1.7380, to Y138.85 from Y137.30, to Sfr1.5305 from Sfr1.5110, and to FF5.9675 from FF5.9025. On Bank of England figures the dollar's index climbed to 67.0 from 66.5.

The Japanese yen moved in line with European currencies, but was nervous on speculation that there may be more revelations from Tokyo about financial scandals.

Sterling lost ground to the dollar, but was little changed against its partners in the European exchange rate mechanism recovering from slight early weakness. Trading was generally quiet with no fresh factors to move the pound.

It fell 180 cents to \$1.6750 and was down at \$238.50, but rose to DM2.9425 from DM2.9400, and to Sfr2.5625 from Sfr2.5575. Sterling's index lost 0.2 to 90.3.

The D-Mark was steady in the ERM and against the Japanese yen, finishing unchanged in London at Y79.10. The market continues to wait for news on German inflation in July, after recent figures from some states showed the highest cost of living rises for 10 years.

Among other members of the ERM the French franc stayed very slightly above the weakest placed Danish krone. In Paris the strongest currency in the ERM, the Spanish peseta, was fixed at a six-week high against the franc, rising to FF5.4515 per 100 pesetas from FF5.4480. Its ceiling is FF5.4785.

This followed a rise of 1/4 point to 12 1/2 per cent in the average yield at yesterday's tender for three-month Spanish Treasury bills.

The peseta finished generally firmer in the ERM, but remained within its agreed limits.

EMS EUROPEAN CURRENCY UNIT RATES									
	Unit	Rate	% Change	% Spread	Unit	Rate	% Change	% Spread	Unit
Spanish Peseta	100	133.61	-0.10	5.67	73				
Belgian Franc	100	20.36	-0.05	1.54	20				
D-Mark	100	2.00	0.00	0.00	100				
French Franc	100	6.55	-0.05	1.13	100				
Italian Lira	1,000	203.61	-0.05	1.13	100				
Portuguese Escudo	200	200.48	-0.05	1.13	100				
Spanish Ptas	100	166.64	-0.05	1.13	100				
Spanish Ptas	100	166.64	-0.05	1.13	100				
Spanish Ptas	100	166.64	-0.05	1.13	100				
Spanish Ptas	100	166.64	-0.05	1.13	100				

Unit rates set out by the European Commission. Currencies are in descending order of strength. Percentage change is for the last 24 hours. % Spread is the difference between the highest and lowest rates for a currency, and the maximum permitted percentage deviation of the currency's market rate from its ECU central rate.

Adjusted, calculated by Financial Times.

POUND SPOT - FORWARD AGAINST THE POUND

Unit	Rate	% Change	% Spread	Unit
US Dollar	1.6750	-0.05	1.13	100
Japanese Yen	238.50	-0.05	1.13	100
Swiss Franc	2.5625	-0.05	1.13	100
French Franc	6.55	-0.05	1.13	100
Italian Lira	203.61	-0.05	1.13	100
Portuguese Escudo	200.48	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Unit	Rate	% Change	% Spread	Unit
Japanese Yen	238.50	-0.05	1.13	100
Swiss Franc	2.5625	-0.05	1.13	100
French Franc	6.55	-0.05	1.13	100
Italian Lira	203.61	-0.05	1.13	100
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Spanish Ptas	166.64	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100

EURO-CURRENCY INTEREST RATES

Unit	Rate	% Change	% Spread	Unit
Japanese Yen	238.50	-0.05	1.13	100
Swiss Franc	2.5625	-0.05	1.13	100
French Franc	6.55	-0.05	1.13	100
Italian Lira	203.61	-0.05	1.13	100
Portuguese Escudo	200.48	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100

EXCHANGE CROSS RATES

Unit	Rate	% Change	% Spread	Unit
Japanese Yen	238.50	-0.05	1.13	100
Swiss Franc	2.5625	-0.05	1.13	100
French Franc	6.55	-0.05	1.13	100
Italian Lira	203.61	-0.05	1.13	100
Portuguese Escudo	200.48	-0.05	1.13	100
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Spanish Ptas	166.64	-0.05	1.13	100
Spanish Ptas	166.64	-0.05	1.13	100

OTHER CURRENCIES

Unit	Rate	% Change	% Spread	Unit
Japanese Yen	238.50	-0.05	1.13	100
Swiss Franc	2.5625	-0.05	1.13	100
French Franc	6.55	-0.05	1.13	100
Italian Lira	203.61	-0.05	1.13	100
Portuguese Escudo	200.48	-0.05	1.13	100
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Spanish Ptas	166.64	-0.05	1.13	100

MONEY MARKETS

A firmer tone

INTEREST RATES had a firm tone in London yesterday, with sterling's early weakness in the ERM and as the threat of higher official German rates overhauling the money market.

Three-month interbank was quoted at 11 1/2-11 3/4, compared with 11 1/4-11 1/2 per cent, and 12-month money rose to 10 1/2-10 3/4 from 10 1/4-10 1/2 per cent.

Short sterling futures traded quietly on 11 1/2, with volume beginning to shift from September to December delivery.

UK clearing bank base lending rate

11 per cent
from July 12, 1991

The near month expires on September 18 and traders are beginning to doubt whether there will be a cut in bank base rates before then. This is encouraging a move into September and buy December, because if there is no change in rates December will probably track September, but if there is a cut before mid-September the market will look for another reduction before the year-end.

September short sterling opened unchanged at 89.28 and touched 89.26, before closing at 89.28. December delivery rose to 89.71 from 89.68.

There was another large shortage of day-to-day credit on the cash market, but unlike

Wednesday no attempt by the Bank of England to take on most of the shortage early in the day. The shortage was initially estimated at £1,000m, but this was revised to £1,000m at noon and to £850m in the afternoon. Total assistance of £750m was provided.

In early operations the Bank of England bought only £43m bills, all for resale to the market in equal amounts on August 12 and 13 at a rate of 10 1/4 per cent. Before lunch another £181m bills were purchased, including £111m outright, by way of £68m bank bills in band 1 at 10 1/4 per cent and £23m Treasury bills in band 2 at 8 1/2m. A further £70m bills were bought for resale to the market on August 12 and 13 at 10 1/4 per cent.

In the afternoon £391m bills were purchased outright, via £58m Treasury bills in band 1 at 10 1/4 per cent, £251m bank bills in band 1 at 10 1/4 per cent, £30m Treasury bills in band 2 at 10 1/4 per cent, and £53m bank bills in band 2 at 10 1/4 per cent. Late assistance of around £140m was also provided.

Bills maturing in official hands, repayment of late assistance and a take-up of Treasury bills drained £550m, with the unwinding of bill repurchase agreements absorbing £228m; exchequer transactions £180m; a rise in the note circulation £95m; and bank balances below target £65m.

There was another large shortage of day-to-day credit on the cash market, but unlike

FINANCIAL FUTURES AND OPTIONS

LIFFE LONG-TERM FUTURES OPTIONS

Unit	Rate	% Change	% Spread	Unit
Japanese Yen	238.50	-0.05	1.13	100
Swiss Franc	2.5625	-0.05	1.13	100
French Franc	6.55	-0.05	1.13	100
Italian Lira	203.61	-0.05	1.13	100
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Spanish Ptas	166.64	-0.05	1.13	100

LIFFE US TREASURY FUTURES OPTIONS

Unit	Rate	% Change	% Spread	Unit
Japanese Yen	238.50	-0.05	1.13	100
Swiss Franc	2.5625	-0.05	1.13	100
French Franc	6.55	-0.05	1.13	100
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LIFFE EUROSTOCK FUTURES OPTIONS

Unit	Rate	% Change	% Spread	Unit
Japanese Yen	238.50	-0.05	1.13	100
Swiss Franc	2.5625	-0.05	1.13	100
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LIFFE EURO

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34

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Stock	Div. Yld. %	High	Low	Close	Change
100 High Stock	0.00	100.00	100.00	100.00	0.00
101 AAR Corp	0.00	100.00	100.00	100.00	0.00
102 AAR Corp	0.00	100.00	100.00	100.00	0.00
103 AAR Corp	0.00	100.00	100.00	100.00	0.00
104 AAR Corp	0.00	100.00	100.00	100.00	0.00
105 AAR Corp	0.00	100.00	100.00	100.00	0.00
106 AAR Corp	0.00	100.00	100.00	100.00	0.00
107 AAR Corp	0.00	100.00	100.00	100.00	0.00
108 AAR Corp	0.00	100.00	100.00	100.00	0.00
109 AAR Corp	0.00	100.00	100.00	100.00	0.00
110 AAR Corp	0.00	100.00	100.00	100.00	0.00
111 AAR Corp	0.00	100.00	100.00	100.00	0.00
112 AAR Corp	0.00	100.00	100.00	100.00	0.00
113 AAR Corp	0.00	100.00	100.00	100.00	0.00
114 AAR Corp	0.00	100.00	100.00	100.00	0.00
115 AAR Corp	0.00	100.00	100.00	100.00	0.00
116 AAR Corp	0.00	100.00	100.00	100.00	0.00
117 AAR Corp	0.00	100.00	100.00	100.00	0.00
118 AAR Corp	0.00	100.00	100.00	100.00	0.00
119 AAR Corp	0.00	100.00	100.00	100.00	0.00
120 AAR Corp	0.00	100.00	100.00	100.00	0.00
121 AAR Corp	0.00	100.00	100.00	100.00	0.00
122 AAR Corp	0.00	100.00	100.00	100.00	0.00
123 AAR Corp	0.00	100.00	100.00	100.00	0.00
124 AAR Corp	0.00	100.00	100.00	100.00	0.00
125 AAR Corp	0.00	100.00	100.00	100.00	0.00
126 AAR Corp	0.00	100.00	100.00	100.00	0.00
127 AAR Corp	0.00	100.00	100.00	100.00	0.00
128 AAR Corp	0.00	100.00	100.00	100.00	0.00
129 AAR Corp	0.00	100.00	100.00	100.00	0.00
130 AAR Corp	0.00	100.00	100.00	100.00	0.00
131 AAR Corp	0.00	100.00	100.00	100.00	0.00
132 AAR Corp	0.00	100.00	100.00	100.00	0.00
133 AAR Corp	0.00	100.00	100.00	100.00	0.00
134 AAR Corp	0.00	100.00	100.00	100.00	0.00
135 AAR Corp	0.00	100.00	100.00	100.00	0.00
136 AAR Corp	0.00	100.00	100.00	100.00	0.00
137 AAR Corp	0.00	100.00	100.00	100.00	0.00
138 AAR Corp	0.00	100.00	100.00	100.00	0.00
139 AAR Corp	0.00	100.00	100.00	100.00	0.00
140 AAR Corp	0.00	100.00	100.00	100.00	0.00
141 AAR Corp	0.00	100.00	100.00	100.00	0.00
142 AAR Corp	0.00	100.00	100.00	100.00	0.00
143 AAR Corp	0.00	100.00	100.00	100.00	0.00
144 AAR Corp	0.00	100.00	100.00	100.00	0.00
145 AAR Corp	0.00	100.00	100.00	100.00	0.00
146 AAR Corp	0.00	100.00	100.00	100.00	0.00
147 AAR Corp	0.00	100.00	100.00	100.00	0.00
148 AAR Corp	0.00	100.00	100.00	100.00	0.00
149 AAR Corp	0.00	100.00	100.00	100.00	0.00
150 AAR Corp	0.00	100.00	100.00	100.00	0.00
151 AAR Corp	0.00	100.00	100.00	100.00	0.00
152 AAR Corp	0.00	100.00	100.00	100.00	0.00
153 AAR Corp	0.00	100.00	100.00	100.00	0.00
154 AAR Corp	0.00	100.00	100.00	100.00	0.00
155 AAR Corp	0.00	100.00	100.00	100.00	0.00
156 AAR Corp	0.00	100.00	100.00	100.00	0.00
157 AAR Corp	0.00	100.00	100.00	100.00	0.00
158 AAR Corp	0.00	100.00	100.00	100.00	0.00
159 AAR Corp	0.00	100.00	100.00	100.00	0.00
160 AAR Corp	0.00	100.00	100.00	100.00	0.00
161 AAR Corp	0.00	100.00	100.00	100.00	0.00
162 AAR Corp	0.00	100.00	100.00	100.00	0.00
163 AAR Corp	0.00	100.00	100.00	100.00	0.00
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187 AAR Corp	0.00	100.00	100.00	100.00	0.00
188 AAR Corp	0.00	100.00	100.00	100.00	0.00
189 AAR Corp	0.00	100.00	100.00	100.00	0.00
190 AAR Corp	0.00	100.00	100.00	100.00	0.00
191 AAR Corp	0.00	100.00	100.00	100.00	0.00
192 AAR Corp	0.00	100.00	100.00	100.00	0.00
193 AAR Corp	0.00	100.00	100.00	100.00	0.00
194 AAR Corp	0.00	100.00	100.00	100.00	0.00
195 AAR Corp	0.00	100.00	100.00	100.00	0.00
196 AAR Corp	0.00	100.00	100.00	100.00	0.00
197 AAR Corp	0.00	100.00	100.00	100.00	0.00
198 AAR Corp	0.00	100.00	100.00	100.00	0.00
199 AAR Corp	0.00	100.00	100.00	100.00	0.00
200 AAR Corp	0.00	100.00	100.00	100.00	0.00

ENERGY EFFICIENCY
The FT proposes to publish this survey on October 16 1991.
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Data source: Chief Executives in Europe 1990

FT SURVEYS

Continued on next page

NASDAQ NATIONAL MARKET

3:15 pm prices July 25

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3:00 pm prices July 25

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FT SURVEYS

The FT proposes to publish this survey on **27 August 1991** and it will be distributed to 160 countries worldwide. If you want to reach this important audience, call Louise Hunter on 071 873 3238 or fax 071 873 3079.

FT SURVEYS

AMERICA

Economic worries conflict with lower interest rates

Wall Street

LOWER long-term interest rates helped share prices rise across the board yesterday morning, but concern about the economy restricted the gains to a minimum, writes Patrick Horsman in New York.

By 1 pm the Dow Jones Industrial Average was up 5.37 at 2,971.80, having opened slightly weaker. The more broadly-based Standard & Poor's 500 was also higher, rising 1.33 to 379.97 by 1 pm, while the Nasdaq composite of over-the-counter stocks gained 2.37 to 489.79. Turnover on the NYSE was \$5m shares by 1 pm.

The decline in long-term interest rates to well below 8 1/2 per cent gave the market a modest boost yesterday. However, rates have fallen because the bond market is betting that the Federal Reserve will cut short-term interest rates to revive the economy, which is not so good for the market's hopes of a quick improvement in corporate profits.

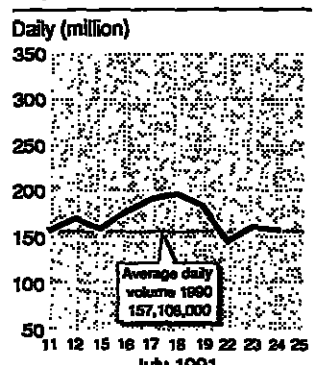
There was fresh evidence yesterday that the economic recovery may have ground to a halt when the Labor department announced a 30,000 increase in jobless claims during the second week of this month. The rise was bigger than expected.

Motor manufacturers' shares were in the spotlight after two

of the big three unveiled second quarter figures. General Motors rose 3 1/4 to \$41 and Ford added 3 1/4 to \$34 after both announced, as expected, large losses during the period due to slumping sales. Chrysler, still to report its earnings, was unchanged at \$13 1/4.

LA Gear, the sportswear

NYSE volume



manufacturer, slumped 1 1/4 to \$10 1/4 after a default on bank agreements forced the company to restate its result for the second quarter. Time Warner slipped 3 1/4 to \$83 1/4 on news of its \$3.10 a share second quarter loss.

News of a rise in quarterly income and a big write-off at Digital Equipment lifted the computer manufacturer's shares 3 1/4 to \$70 1/4 in active trading. IBM, its big rival,

edged 3 1/4 higher to \$100 1/4 after announcing price cuts on its laptop computers.

Among over-the-counter stocks, Microsoft rose \$2 to \$87 1/4 on turnover of 1.2m shares as buyers acted on news of the company's 73 per cent improvement in second quarter profits. The figures lifted other big secondary technology stocks, with Apple rising 3 1/4 to \$45 1/4, and Sun Microsystems adding 1 1/4 to \$27 1/4.

Gateway, the thrift institution which reported a big second quarter loss on Wednesday, rose \$1 to \$9 1/4 after the company said it was considering putting itself up for sale.

Canada

TORONTO rose as continued strength in the Canadian dollar eased fears that the Bank of Canada would raise its key rate. The composite index gained 4.3 to 3,523.0 at midday, advances equalling declines at 190 each on volume of 25.18m shares.

Ranger Oil accounted for about half of the session's volume, as its shares fell 3 1/4 to \$88 1/4 in 12m shares. Norsk Hydro, the Norwegian oil company, said that it would sell its entire stake of 10m shares in Ranger Oil to the brokerage house RBC Dominion Securities, which planned to sell on the shares to institutions.

New issue sequence lifts German insurers

But the flotations have come at a turbulent time for the sector, writes Richard Lapper

GERMAN insurers have made a big impact on the Frankfurt market in recent weeks, launching two of the biggest equity issues of recent years in the space of a month - and promising more. Earlier this month BGAG, the trade union-owned holding company, raised over DM900m (\$461m) when it sold 25 per cent of the Hamburg-based general insurer Volksfischer on the market, reducing its own stake to 25 per cent.

In August Aachener & Münchener (AMB), the holding company for Germany's second biggest insurance group, which also has a 25 per cent stake in Volksfischer, will float 25 per cent of its life insurance subsidiary, in a deal which should raise over DM500m.

AMB also said this month that it is planning to market stakes in its Thuringia general insurance subsidiary, and in Central Krankenversicherung, its health insurer.

Investors are being presented with these opportunities at a time of turbulence in the

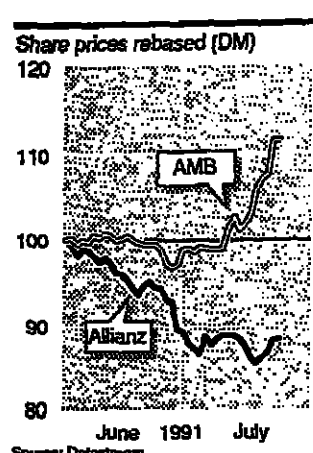
sector. A number of leading insurers have underperformed the market consistently over the past 12 months.

Reflecting the uncertainty, Volksfischer's issue was oversubscribed but the stock has performed poorly in its first five days of trading, closing yesterday at DM78, down from the DM900 issue price.

Analysts at private bankers Merck Finck say that insurance stocks have been among the worst performers in the past three months, finishing bottom of a league table of 10 sectors in three of the last 11 weeks.

Mr Matthias Welticke, an institutional adviser at Merck Finck, attributes the poor performance to high interest rates, which have depressed bond prices and the value of insurance company portfolios. "The financial sector has been an immediate sell and a first victim of the pessimism of investors towards bond markets," said Mr Welticke.

In addition, investors are also beginning to worry about



Share prices rebound (DM)

the operating results of leading companies, which have traditionally traded on multiples of well over 30.

Germany's highly regulated marketplace for personal lines insurance is changing as the country adapts to European Community regulations which call for greater liberalisation. As it does so, the traditionally wide margins enjoyed by German insurers in the home and

motor insurance sectors are coming under pressure, undermining profitability. Although east Germany offers important opportunities in the long term, the chaotic state of the market looks likely to produce some operating losses in the interim.

Liquid or illiquid insurance stocks, represented by Allianz and Colonia, have underperformed the German all-share index over the last 12 months, reflecting these fears.

Allianz, the most liquid, acquired the east German state-owned Deutsche Versicherung last year. It expects to rack up DM500m in losses in east Germany this year, and it is also exposed to the highly competitive US market following its purchase of Fireman's Fund in 1990. The company lifted its annual dividend rate this week but the shares are on a minuscule yield; they have underperformed the DAX by 2 per cent in the last month, 3 per cent in the last three months and 5 per cent in the last year.

Colonia, the holding com-

pany in which France's Vieitoire now has a majority interest, is hard to trade in and is down by 20 per cent compared with the market over the past 12 months.

AMB, recently, has been the exception to the rule. In spite of problems with BRG, the accident-prone, ex-trade union bank which cost AMB another DM883m in write-downs last year, interest from potential predators has pushed up the price. According to Mr. Simon Rudolph of Morgan Stanley, the shares have been "sprouting wings" with the registered shares rising by 20 per cent against the DAX in the last 12 months.

Although Royal Insurance (with a stake of 20 per cent) and Fondiaria (with 6 per cent) have an interest in AMB, the company's principal suitor is said to be the aggressive French insurer Assurances Générales de France, which already owns 6 per cent in registered shares and is understood to have pushed up its holding recently to 15 per cent.

ASIA PACIFIC

Nikkei rises slightly after Wednesday's 2.3% jump

Tokyo

EQUITIES ended slightly higher after quiet trading, as investors waited for the outcome of discussions by the House of Representatives finance committee yesterday concerning the brokerage scandal, writes Emilio Terzano in Tokyo.

The Nikkei average gained 35.24 to 23,332.71, after advancing 2.3 per cent on Wednesday. The index rose in the first hour of trading on hopes of a further easing of short-term interest rates, and reached a high for the day of 23,441.18. Activity thinned in the afternoon and profit-taking by investment funds pushed it down to leave a minor net gain. Rumours of a real estate bankruptcy, and financial troubles at a parcel delivery company, sent jitters through the market in the afternoon.

Volume remained light at 250m shares. Gains led gains by 492 to 412, with 305 issues unchanged. The Topix index of all first section stocks put on 3.02 to 1,818.23, but in London the ISE/Nikkei 50 index eased 4.23 to 1,386.74.

Comments from the finance committee did not have a direct impact on share prices. Its discussions ranged over the disclosure of the names of compensated clients, reduction of stock trading commissions, and revisions in the Securities and Exchange Law.

Foreigners were seen buying shipbuilding, real estate and insurance companies. Mitsui Real Estate climbed 740 to ¥1,400 and Tokio Marine & Fire 730 to ¥1,270.

Fuji Bank weakened 760 to ¥2,470 after announcing that three employees were dismissed and charged for forging deposit certificates, used as collateral for loans up to ¥260bn.

Speculative issues were firm. Traders said investors who had sold on margin were buying back stock to cut losses caused by their recent strength. Nippon Carbon added ¥23 at ¥912 and Yihon Nohyaku moved ahead ¥130 to ¥1,880.

Honshu Chemical gained ¥80 at ¥1,170 after setting a year's high of ¥1,210 earlier in the day as rumours that an Osaka-based speculative group was interested in the issue prompted individual buying.

Public works project beneficiaries gained ground. Cement issues were popular, with Mitsubishi Materials, the most active issue of the day, firming ¥2 to ¥632. Road builders were also higher. Nippon Road added ¥80 at ¥1,400.

Strong earnings forecasts helped Sumitomo Heavy Industries to rise ¥5 to ¥617. Reports that the company will tie up with Ishikawajima-Harima Heavy Industries (IHI) in the manufacturing and sales of industrial natural gas carriers also encouraged investors. IHI gained ¥4 to ¥686.

In Osaka, the OSE average moved up 87.95 to 25,965.32 on volume of 18.9m shares.

Roundup

WALL STREET held back most of the Pacific Rim yesterday.

HONG KONG recovered part of an early decline. The Hang Seng index fell below 4,000 on profit-taking before closing 16.15 off at 4,012.62 in turnover of HK\$1.86bn, after HK\$1.19bn.

AUSTRALIA retreated in options-related trading. The All

Ordinaries index fell 13.6 to 1,559.0 in turnover of A\$246m, after A\$419m. Australian Consolidated Minerals rose 9 cents to 98 cents on 7.7m shares traded after advising shareholders to reject a joint A\$200m bid at 90 cents a share, from Western Mining and Normandy Potash.

NEW ZEALAND was mixed as traders grew cautious ahead of budget day on July 30. The NZSE-40 index closed 9.22 lower at 1,437.75 in turnover of NZ\$43m, against NZ\$31.2m.

Telecom remained active, accounting for NZ\$23.9m of the turnover total. The shares slipped a cent to NZ\$2.92.

JAKARTA gained 1.7 per cent on hopes that banks would head the finance minister's appeal for lower interest rates. The index rose 5.88 to 332.96.

BOMBAY rose on relief that Wednesday's budget was less harsh than feared. The BSE index soared 69.67 or 4.69 per cent to 1,555.43, after peaking at 1,561.00.

KUALA LUMPUR saw palm oil stocks rise further on the back of firmer commodity prices. Consolidated Plantations added 2 cents at M\$2.40. The composite index slipped 1.31 to 559.97 in turnover of M\$110m (M\$107m).

MANILA fell on short-selling and a reduction of today's settlement. The composite index lost 14.69 to 988.91 in turnover of 160m pesos, after 109.2m.

SEOUL's composite index closed at 864.21, down 1.78, in record turnover of Won\$21.6bn, after Won\$10.8bn, on profit-taking after the recent rise.

BANGKOK advanced in the highest volume since mid-March as concern about the economy faded. The SET index ended 8.16 ahead at 728.59 on turnover of B\$6.39bn, boosted by foreign interest.

EUROPE

Heavy trading in Printemps as Paris holds

BOURSES mixed individual stories with monetary worries in mostly thin trading yesterday, writes Richard Lapper.

PARIS ended just below the day's high after trading in a nine-point range for most of the day. The CAC-40 index closed 1.94 higher at 1,780.01 in steady turnover of around FF1.76bn.

The retailer, Printemps, added FF27 to FF790 with a heavy 117,535 shares exchanged. There was speculation that the Maus family might have to sell part of its 42 per cent stake in Printemps to cover losses incurred by its US department store chain, which could open Printemps to a takeover.

The day's biggest gainer was Radiotechnique which jumped FF4 or 7 per cent to FF818 on renewed rumours that its parent, Philips of the Netherlands, might buy in the shares it does not already own.

However, the market gave thumbs-down to Lyonnaisse des Eaux-Dumex's further expansion into the building sector. The stock fell FF17 to FF616 following news late on Wednesday that the group had bought a 4.8 per cent stake in Société Auxiliaire d'Entreprises.

FRANKFURT saw the DAX index fall another 6.31 to 1,615.38 after a 4.13 drop to 673.46 in the FAZ at mid-session. German stock exchange turnover stayed flat, and low at DM3.6bn.

Retailers, utilities and construction stocks led the first of these as James Capel said that there were strong indications that the consumer boom is already past its peak. Kaufhof dropped DM10.50 to DM450 for a two-day loss of DM22.

RWE and Veba fell DM3.50 to DM371 and DM3.80 to DM337.70. Bonneville Pacific of the US is to build a power plant for the east German city of Frankfurt am der Oder, and is reported to be holding talks with 14 other east German cities.

Mr Hans-Peter Wodnick, of James Capel in Frankfurt, said

last night that while west German cities have power plants of their own, and augment this with supplies from the utility groups, it had been hoped that the utilities would get a near-monopoly in the east. Now, the east Germans may aim to emulate the west using extended lease-purchase agreements with US suppliers, and the potential growth rates of the west German utilities are likely to be cut back.

In construction, Philipp Holzmann led the way down with a fall of DM26 to DM132. In engineering, a fall of DM13 to DM805 in Linde was blamed on sell recommendations from the US but, said Mr Wodnick,

FT-SE Eurotrack 100 - Jul 25							
Hourly changes							
Open	10 am	11 am	Noon	1 pm	2 pm	3 pm	Close
1111.16	1110.55	1109.71	1110.51	1110.59	1110.78	1111.51	1111.00
Day's High			1112.31	Day's Low			1109.21
Jul 24	Jul 25	Jul 26	Jul 27	Jul 19	Jul 18		
1113.02	1118.82	1113.87	1111.23	1111.23	1106.24		

Base value 1000 (25/10/90)

there was a two-way market in opinion here.

MILAN was beset with political uncertainty in very thin volume. The Comit index eased 2.48 to 571.55 in volume estimated at a very small L60bn after Wednesday's L100bn.

Remarks made after the close by Mr Bettino Craxi, leader of the Socialist Party, that the present parliament was unworkable and should be ended quickly is likely to weigh on the bourse today.

There are fears that the Socialist party could withdraw its support from the coalition government. Fiat dropped L80 to L5,960, before recovering to L5,975

after hours.

ZURICH worried over the weakening Swiss franc/D-Mark rate, and the Basle inflation figure of 6.7 per cent for July which was considered an overly modest improvement over the 6.9 per cent for June, said Mr Jonathan Spink at Williams de Broe.

The Credit Suisse index eased 0.5 to 542.8 as Adia went ex rights and the bearers lost a net SF3.39 on the day to SF390, perhaps reflecting the absence of support available while the issue was being launched.

STOCKHOLM was depressed by higher money market rates. The Affärsvärlden general index fell 15.1 or 1.4 per cent to 1,111.6 in volume of SKr386m after SKr390m. Ericsson free B shares were the most active, accounting for SKr32m of the total. The share fell SKr5 to SKr186 after a downgrading by a leading UK broker.

The forestry sector fell 2.9 per cent on worries about pulp prices and the dollar exchange rate. Stora A shares fell SKr10 to SKr355 kronor and MoDo B

shares fell SKr10 to SKr300.

AMSTERDAM focused on Philips which reached a new 1991 high on optimism about its first half results due next week. The stock added 70 cents to Ft 33.40. The rest of the market was easier, the CBS tendency index closing down 0.4 at 93.8.

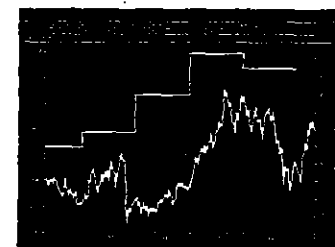
MADRID deferred to Wednesday's fall on Wall Street as the general index closed 0.61 lower at 268.03. Banco Popular's takeover prospects lost their appeal, the shares falling Ptas300 to Ptas1,820.

OSLO eased again on the Norsk Hydro results, the all-share index closing 1.82 lower at 501.87. Hydro fell Nkr3.50 to Nkr186.50.

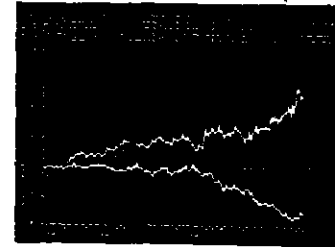
ISTANBUL fell to a new low for the year, its index down 70.3 or 2.3 per cent to 3,011.45. The market has lost 11.7 per cent so far this week.

VIENNA closed at a five-month low in quiet trading. The all-share index eased 0.41 to 531.83, its lowest level since mid-February.

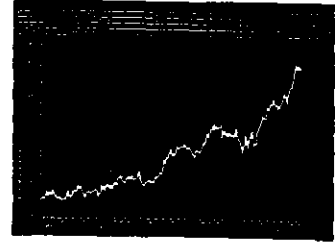
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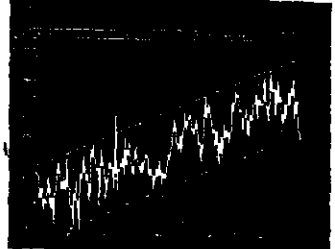
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NATIONAL AND REGIONAL MARKETS														
WEDNESDAY JULY 24 1991														
Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% chg on day	Gross Div. Yield	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index
Australia (69)	148.05	+0.5	129.55	128.49	133.62	128.78	+0.1	5.07	147.97	129.71	127.58	134.55	126.59	148.05
Austria (20)	178.89	+1.2	156.68	156.26	161.46	161.59	-0.1	1.71	176.74	156.55	153.01	161.73	222.37	167.00
Belgium (49)	128.59	+1.2	113.49	112.47	116.98	114.26	-0.1	5.16	128.08	112.73	110.87	116.93	114.34	151.20
Canada (113)	132.35	+0.1	122.03	120.93	125.76	118.29	-0.3	3.34	138.23	122.54	120.52	127.10	116.85	142.27
Denmark (87)	254.87	+0.9	223.20	221.21	230.03	232.86	-0.1	1.52	252.48	222.22	216.57	230.50	233.08	270.56
Finland (16)	95.54	+1.8	84.54	83.79	87.14	84.82	+0.2	2.84	95.01	83.82	82.25	86.74	84.88	125.15
France (111)	131.32	+1.5	113.00	113.98	118.51	121.59	+0.5	3.67	128.32	113.82	111.94	118.05	120.95	122.26
Germany (65)	108.23	+0.7	94.78	93.85	97.08	97.68	-0.5	2.25	107.48	94.81	93.07	98.13	98.13	102.03
Hong Kong (85)	163.75	+0.5	147.70	146.45	152.31	167.98	+0.6	4.12	167.85	147.74	148.31	153.25	167.04	119.82
Ireland (17)	154.53	+1.5	135.32	134.11	139.47	141.62	+0.5	3.52	152.29	134.04	131.94	139.03	140.94	182.46
Italy (77)	75.51	+2.1	65.13	65.53	68.15	72.95	+1.0	3.20	73.93	65.07	64.00	67.48	72.22	88.23
Japan (474)	129.33	+1.5	113.25	112.25	116.74	112.25	+1.7	0.75	127.44	112.12	110.32	116.35	110.32	145.97
Malaysia (68)	225.07	+0.0	198.73	197.64	204.97	204.97	-0.2	2.74	225.07	198.73	197.64	204.97	204.97	204.97
Mexico (10)	132.92	-0.9	89.17	88.25	102.57	97.35	-0.1	1.45	142.57	104.19	103.19	104.19	104.19	104.19
Netherlands (31)	139.26	+0.3	121.94	120.85	125.88	124.41	-0.7	4.31	138.77	122.13	120.13	126.86	125.34	145.73
New Zealand (14)	46.92	-0.5	41.09	40.72	42.35	43.90	-1.0	6.93	47.17	41.51	40.83	43.05	44.36	5

RECRUITMENT

JOBS: The organisational complexities that stop new executive brooms from sweeping clean

Where unfamiliarity breeds contempt

WHAT if you say to that then, Jerry?," snorted a staunch Tory neighbour yesterday morning, brandishing a rose-coloured pamphlet in the job column's face. I needed no further explanation of his meaning.

The document he waved was alluded to in my headline three weeks ago: "Why Citizens Charters won't work". And under it I'd charted my doubts about such charters' ability to improve the services of bureaucracies, whether public or private, by quoting the Old Testament prophet Jeremiah's wisecrack about leopards changing their spots and so forth.

Well, the first thing I have to say to the challenge is that there is some justice in my neighbour's jubilation. Although the UK Conservative Government's charter published on Monday is primarily an electioneering exercise, it is more extensive and focused in its proposals than most sceptics let alone cynics had expected.

The second thing that must be admitted is that I've been wrong before. For instance, in 1988 I wrote off the accountability profession as Britain's premier mode of training for senior management, comparing accountants to Volkswagen Beetles — useful things in their day, but obsolescent. They'd soon be

replaced at the tops of companies, I added, by MBAs.

Anyone who has perpetrated a daftness like that has no illusions of being infallible. What's more, on this occasion, I'd be happy to be proved up the pole.

Even so, it seems to me doubtful that the said charter's proposals will go very far towards reversing the customer-neglecting behaviour of public services and associated utility concerns. For the heedless bureaucracy they exemplify is not only a problem all over the world, but one that populaces since ages past have learned to live with rather than expect it to be solved.

True, different nations have different ways of addressing it. In Europe, for example, the Italians seem most adept at the bypassing technique, their word "Arrangarsi" covering countless ways of dodging round blocks. By contrast, the French appear best at making bureaucracy work, though perhaps only because the bureaucrats know that any excesses on their part are apt to lead to such things as impassable roads and burning vehicles, if not roasted lambs.

Since we Brits have typically responded just by grumbling, the charter at least improves on that by offering us hopes. But my own are tempered by the belief I expressed three weeks back that measures imposed top-down on bureaucracies won't be enough to guarantee much useful change.

Even market forces, conjured up by privatisation, can no longer be seen as so beneficially powerful as they were cracked up to be not long ago. Certain events, not unconnected with the initials BCCI among other things, suggest the Scythian philosopher Anacharsis had a point 2,600 years ago when he defined markets as places "where men may deceive and over-reach each other."

Past experience also suggests that the rest of the charter's proposals — including regulatory bodies, compensation payments and the naming of names — will resemble the curate's egg.

The obligation on staff dealing with the public to identify themselves, for instance, will doubtless do some good. In numerous cases, however, the result will be to face

the would-be consumer with bureaucrats holding the same defensive attitudes veneered with public relations skill. For bureaucracy is all such staff have to offer unless they're given power to effect change higher in the organisation, which it seems unlikely that their superiors will usually concede.

Hence my view that whether services must depend, not on stipulations made from outside even by legislation, but on the way they are managed internally.

Alas that statement itself smacks of whistling in the wind. For as I know from readers' letters, while the need for managerial changes is widely recognised inside such outfits, nobody appears able to make them just the same.

As it happens, a clue to the blockage lies among the Laws of Organisational Stupidity, of which the Jobs column is the self-appointed codifier. The law in question is the Peter Principle, although not in the version in which it was originally laid down by Canadian academic Dr Laurence Peter, who died last year.

His formulation can be stated as: *In a hierarchy, people rise to a level of responsibility at which they are incompetent.* His explanation for that supposed phenomenon was simple. If we are competent at some given level of responsibility, we tend to be promoted to the next one up. If we aren't, we don't.

So the level people have reached when their promotion prospects peter out must be one at which they are incompetent to discharge the responsibility. Moreover, since it follows that they also wield their greatest power at the point where they're least capable, the whole works becomes gummed up.

While that theory is plausible, students of organisational stupidity soon realised it's fundamentally unsound. The reason is that it pins the initial blame for the mess on the appointment of some incompetent to an organisational post carrying the power to fill junior jobs.

As that particular incompetent could hardly have got there unaided, however, the appointment must result from incompetence by somebody else, and thus cannot be

the root cause of the trouble. We therefore need to trace back to the bungler who appointed the incompetent, then the loon who appointed the bungler... until we inevitably reach Adam. Who appointed him?

Consequently the gumming-up must surely have some other cause. And the most promising path to it seems to lie in starting from the assumption that the problem arises, not from the inadequacies of any individual, but from some collective idiosyncrasy to which large organisations are prone. That path has led to a rewording of Peter's principle which, instead of blaming particular holders of jobs, focuses on the jobs they hold.

It reads: *In an organisation, responsibility rises to a level at which the people are incompetent to discharge it.* In other words, power to make important decisions tends to be ratcheted up the pyramid to managers operating at a height from which they cannot perceive, let alone understand, the realities of what it is they're deciding.

In which case, the only way to improve the organisation's services

is to tear down the managerial structure and rebuild it so that the power to decide on events is vested in people close enough to them to see what is really happening.

There too, however, we meet a snag. The only people in the outfit authorised to do the restructuring are those apt to lose their power, if not pay packet, as a result.

One remedy that has been often tried, not least by governments, is bringing in a new executive broom at the top of the organisation to sweep out the bureaucratic stable beneath. Unfortunately, despite the impressive previous managerial records of many of the imports, they have rarely filled the bill.

The probable reason is that the brooms are typically brought in from an altogether different field of operations. That means they have no familiarity with the detailed mechanisms their new outfits use to provide their services, which tend to be too complex to be quickly understood. Hence, for all their executive powers, they are prey to underlings citing arcane technical reasons why their ideas for change will cause the whole works to grind to a halt.

Or, to put it more succinctly: they get "Yes, ministered."

Michael Dixon

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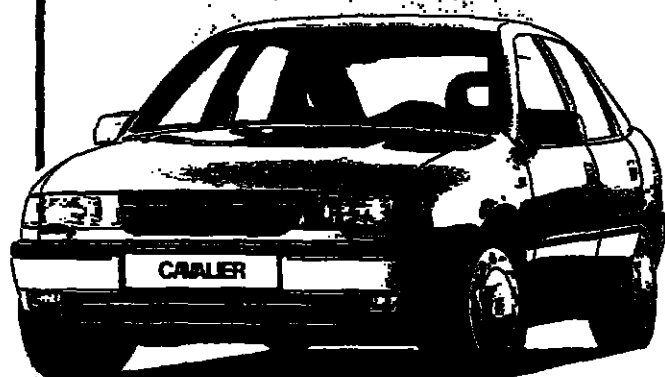
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An active international trading consultancy in London is looking for one or two professionals to join the group to cover increased demand of their services.

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Whether you need one graduate or a hundred you will be after the best prospects, and your best prospect for reaching them is by advertising in the Financial Times Career Choice Guide. The chances of you attracting the best candidates this year are not better simply because there will be more graduates chasing less jobs.

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"Career Choice" - the F.T.'s guide for final year undergrads, is an important part of the preparation.

Over 100,000 copies of the guide (one for every final year student) will be distributed on Campus in October. It is also in the F.T. on October 17th so that parents can also ensure it reaches the right audience.

For synopsis and rate card call
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fax 071-873 3065

INVESTMENT ANALYSTS

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Rothschild Asset Management Limited (RAM) provides advice and investment management services for a wide variety of domestic and international clients including governments, central banks and multinational companies.

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This is a job suited to someone with 3-5 years' experience with an investing institution or stockbrokers. The candidate should have direct experience of portfolio management, sector and stock research, together with a thorough grounding in the macro-economics of North America.

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We are looking for an analyst with 1-3 years' experience of stock and sector analysis of Continental European markets, together with some knowledge of macro-economics.

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Johnson & Higgins invites applications for the position of Senior Consultant in their newly created Global Risk Management unit.

Reporting directly to the Executive in charge of the department, the position involves providing advice on alternative risk financing solutions to some of Europe's largest corporations and will be specifically responsible for producing new business within the U.K. We are therefore seeking a self-motivated and independent individual who has the ability to actively promote our services, make presentations and speeches, and provide quality advice.

The duties will include:

- * High level client contact, and liaison with the J&H/Unison global insurance network on all matters related to alternative risk financing;
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Applicants must have an absolute minimum of five years relevant experience in the insurance industry preferably having spent a significant period of time working in a similar position and be the holder of an ACII, CPCU or other appropriate insurance qualification.

The successful applicant will have a highly professional career approach and will be experienced in dealing with senior executives of major corporations.

The company offers an attractive compensation package and good career progression opportunities.

Interested persons should apply in writing together with Curriculum Vitae, marked "Private and Confidential" to:

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The Personnel Manager
Johnson & Higgins U.K. Limited
18 Mansell Street
London E1 8AA

SENIOR SYSTEMS AUDITOR

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Redland wishes to recruit a Senior Systems Auditor at its headquarters based in Reigate, Surrey. Reporting to the Internal Audit Manager you will join our small high calibre team in playing a key role in carrying out a wide range of audit assignments incorporating financial, systems and EDP related reviews.

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The package includes a competitive salary, company car, five weeks' holiday and other large company benefits.

Please write with full details including your current salary to Liz Ambrose, Personnel, Redland PLC, Redland House, Reigate, Surrey RH2 0SJ.

Redland

Construction materials worldwide

Detonations of new regime's long fuse

By David Waller

THE Financial Reporting Council has kept a low profile since it replaced the Accounting Standards Committee just over a year ago.

True, the Accounting Standards Board - the main standard-setting part of the FRC - flexed its muscles in April this year when it unveiled its draft proposals for the reform of company profit and loss accounts.

Until today, however, virtually nothing had been heard from the council itself, nor from the Financial Reporting Review Panel and the Urgent Issues Task Force, two subsidiary bodies of the FRC in which many of the powers of the new standards regime were vested.

In a sudden flurry of activity, the FRC, the Review Panel and the Task Force will this morning announce a series of measures designed to show that they mean to be taken seriously by the UK corporate sector.

The Urgent Issues Task Force - a body constituted to nip bad accounting practice in the bud - is today making its first formal ruling. It is insisting on a savagely conservative treatment of the way companies account for the interest on convertible bonds.

In the days before the stock market crash, many large companies - including Saatchi & Saatchi, Argyle Group, Burton Group, Hillsdown Holdings, London International Group, Storehouse and United Biscuits - took advantage of rising share prices to issue convertible Euro-bonds.

The companies paid low interest on these bonds because they offered shareholders the right to redeem the

shares at a premium to the issue price, - a so-called "put option".

Pre-tax profits were shielded from the full cost of this form of finance - which if the eventual conversion or redemption were taken into account, would not be dissimilar to the rate paid on ordinary bank borrowings, or could be even greater.

Today's ruling from the Task Force will in future require companies to account for full cost of the borrow-

Companies assumed that share prices would continue to rise and the bonds would be converted by the time the options fell due

ings, taking into account the impact of conversion or redemption in the years to come.

"The whole point of these schemes was to increase reported profits and to keep liabilities down," says Professor David Tweedie, the chairman of the Task Force (and of the Accounting Standards Board itself).

He explains: "This measure will knock profits down and increase liabilities. It will slam the door on these schemes."

The impact of this ruling may be largely symbolic. The attractions of such schemes are far less obvious than they were five years ago when most of them were introduced.

Few companies envisaged then that the "put option" would be exercised, assuming that share prices would be

continue to rise and that the bonds would be converted by the time the options fell due.

After the crash, the shares in most cases fell irretrievably below the price which would trigger conversion. The companies suddenly found themselves staring at large potential liabilities. At Saatchi & Saatchi the company faced a colossal £211m pay-out on its convertible Euro-bond issue.

During the past 18 months companies like Saatchi have painfully struggled to rid themselves of the cash-flow problems associated with these issues, undergoing refinancings and launching rights issues in order to meet their liabilities. They have also found ways to recognise in their accounts the accrued liabilities associated with the schemes.

Tweedie says that if the UK recession ends and bull market conditions return, companies would be at it again - notwithstanding a degree of sentiment against such issues at the moment. The ruling is designed to put a stop to the practice once and for all - and to remind the corporate sectors of the Task Force's powers.

The Review Panel - a body whose job it is to monitor company compliance with accounting standards - announces today that it has written to over 100 listed companies informing them that they have failed to comply with an important financial reporting requirement introduced by the Companies Act 1989.

That requirement is to state whether their accounts have been prepared in accordance with the applicable accounting standards and to give details of any material departures

from those standards and the reasons for those departures.

Today's uncompromising statement by the panel says: "The directors of the companies written to by the Review Panel are being asked to confirm that their company's accounts have been prepared in accordance with applicable accounting standards or to give the Review Panel particulars of departures from those standards, with reasons. They are also

The initiatives appear to be designed to ensure that the board of directors and their auditors become familiar with the new regime's requirements

being asked to confirm that subsequent accounts will contain the statement in question.

"Observance of the requirement is obligatory. The statement gives key information to the users of company accounts, and it also assists the Review Panel in considering whether the accounting requirements of the Act have been met."

The letter will be read carefully by the recipients: the panel has the power to take miscreant companies to court, where the judge may force a restatement of company's accounts and hold the directors personally liable for the costs of the legal proceedings. Letters have also been dispatched to the companies' auditors.

Sir Ron Dearing, chairman of the Financial Reporting Council itself -

the top body of dignitaries from the City, industry and the accountancy profession which overarches the new regime - is to write to the chairman and company secretaries of all 2,500 listed companies exhorting them to strive for better financial reporting.

"Whatever the legislative framework," Sir Ron explains, "I am convinced that really good financial reporting can only be attained with the whole-hearted backing and co-operation of those in key positions of responsibility... I believe that good financial reporting is in the interests of the everyone in the business community, and I hope and believe that you will share this view."

Exhortations alone will not frighten company chairmen. And so Sir Ron points out in his letter that the Companies Act 1989 has "significantly widened the liability of directors in relation to a company's accounts." Sir Ron acknowledges in his letter that this fact is "not yet generally understood." To make sure that it becomes more so, Sir Ron encloses with each letter a handy guide to the new regime - and suggests that the chairman passes it on to the finance director and auditor if further elucidation is required.

Today's three initiatives appear designed to ensure that board of directors and their auditors become more familiar with the requirements of the new regime and the powers vested in its institutions.

This is a form of softening-up exercise: the real onslaught will begin when Accounting Standards Board discards discussion papers and starts issuing obligatory accounting rules.

ACCOUNTANCY APPOINTMENTS

MORGAN GRENFELL DEVELOPMENT CAPITAL

Executive

We are seeking to recruit a Chartered Accountant with 2 years' post-qualification experience gained in the Corporate Finance, Development Capital or Management Buy-out function of a professional firm. The successful candidate will join a very commercially-minded team whose members have long-standing track records in development capital and in leading and participating in MBOs and MBIs.

Since its formation two years ago, the team has established its place amongst the leaders in the development capital market, having raised two funds for investment purposes. MGD has been lead adviser on four transactions totalling £200m while participating in a further five transactions totalling £160m. To date it has concentrated on UK investments but it now has strong and realistic ambitions in mainland Europe operating in conjunction with the Deutsche Bank Group.

The successful candidate can look forward to building on existing skills as a member of a transaction orientated team and will be involved in research, the preparation of investment reports, reviewing legal documents, making presentations to clients and the monitoring of investment portfolios.

Successful applicants will need to be able to demonstrate commercial flair, substantial market and sector awareness and understanding of business. Strong computer modelling, analytical and presentational skills are essential. Fluency in a second European language would be an advantage. This position will be based in our London offices.

Please forward your curriculum vitae:

Martyn Drain
Morgan Grenfell & Co. Limited
23 Great Winchester Street
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FINANCIAL TIMES

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Group Financial Controller

This is a new and high profile appointment within this major capital-intensive business with assets valued at several billion pounds. Now entering a period of substantial commercial development, the central finance function is being restructured to meet future challenges. This position represents an outstanding opportunity for a high calibre commercially aware finance professional to play a key role in shaping the evolving finance function in this decentralised Group.

As Group Financial Controller you will fundamentally contribute to the financial control of the business with particular responsibility for all monthly and statutory reporting and development of their systems and processes. The size and complexity of the business calls for technical, intellectual and creative skills of a very high order and the scope of the job requires well proven abilities to manage change and lead a professional team.

If this is of interest and you are an experienced and able finance manager with a strong track record of financial control gained in a similar position at the centre of a major PLC, together with financial management experience of an autonomous business unit, we would be pleased to hear from you.

The position is permanently based in the Midlands but will require an initial period to be spent in London. Please send full personal and career details, including current remuneration and daytime telephone number, in confidence to Ann Shepherd, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, quoting reference AS846 on both envelope and letter.

Coopers & Lybrand Deloitte Executive Resourcing

Excellent Development Opportunity

DIVISIONAL FINANCE MANAGER

This UK Plc, with 80% plus of its sales overseas, has been largely insulated from the UK recession. Hence, its latest annual results show profitable growth and a strong balance sheet.

This position (which is a promotion) reports to the Managing Director of the Division (who is overseas), one of the three divisions of the Group. The position involves a high degree of responsibility for the financial management of the Division and the following:

- responsibility for the financial management of the Division and the following:
 - all aspects of financial control, eg costs and working capital
 - evaluation of acquisitions and disposals
- Any previous experience of mergers and acquisitions would be advantageous but not essential, as would a second European language (particularly German).

If you would like to hear more about this challenging opportunity you should telephone Karen Wilson BA ACMA on 071-485 4161 or write to her, enclosing a recent CV and a note of current salary, at FMS, 5 Bream's Buildings, Chancery Lane, London EC4A 1DY.

Hants

28-34 years

c.£32-35,000 p.a.

+ Car

FMS

Financial Controller

With a turnover of approximately £200 million, this major manufacturing division, which is part of a substantial and expanding PLC, is strengthening its management team. Reporting to the Divisional Finance Director, the role will be broad ranging and in addition to overall control of the day to day management of a small accounts department the Financial Controller will be closely involved in the upgrading of computerised accounting and management information systems, reviewing existing operations, plus project and acquisition appraisal.

Suitable candidates will be qualified accountants, probably aged 35-45, who have line experience in manufacturing industry and a flair for computerised systems development. Self motivation, the ability to prioritise and good interpersonal skills are essential.

The salary and benefits package will reflect the importance of this position. Opportunities for advancement within the group are excellent. REF 1207.

Interested candidates should write to Robin Rotherham enclosing curriculum vitae to the address below.

6-8 Thames Street, Kingston-upon-Thames, Surrey KT1 1PE
Telephone 081-541 5580, Facsimile 081-546 4259

Finance Director (designate)

North London

c. £30,000 plus profit share, car and benefits

Our client is a specialist printing business with a turnover of about £3m, and a blue-chip client list. It was a successful MBO from a well known group three years ago, and, having established itself as an independent entity, is now looking to build on its success to date.

There is now a need to recruit a Finance Director (Designate) to lead the small accounts team. In addition, the Directors want the new FD (Designate) to contribute to the general management of the company.

BDO CONSULTING

Please reply in confidence to Geoffrey Buland FCA ATIL at the address below giving concise career and salary details and a daytime telephone number and quoting ref 1669. You may telephone for an informal discussion on 071-489 9000 or 081-878 8355 (evening).

BDO Consulting, 20 Old Bailey, London EC4M 7BH.

081-878 8355

Accountancy OPTIONS

YORK

EXECUTIVE APPOINTMENT

GROUP FINANCE DIRECTOR

FCA ONLY (AGE 40+)

The Scottish Heritable Trust PLC, an industrial holding company with subsidiaries in the UK and USA, producing a turnover of approximately £100m, requires a Group Finance Director who will join the main board executive management team.

The spread of trading includes the distribution of oriental carpets, manufacture of entertainment fireworks, property and, in the USA, housebuilding and quarrying.

The role encompasses all the normal financial controls, responsibility for on-going improvement of management systems and active participation in the Group's development strategy.

Applicants will be an FCA with a proven high level of commercial awareness in addition to the usual and interpersonal skills.

Please send your CV with covering letter in your own handwriting in strict confidence to:-

The Chairman
The Scottish Heritable Trust PLC
Millbank House, 18-20 Shoreditch
York, YO1 1DH

LEISURE PROPERTY SERVICES

FINANCIAL CONTROLLER

LONDON - WEST END

TO £30,000 + CAR

We are a small, dynamic group, backed by institutional shareholders. The position offered reports to the Chief Executive and requires an assertive, self confident Chartered Accountant with impeccable skills. Our existing computer/accounting systems are good - but must improve as we grow. The growth plans of the group will provide an exciting career path.

CVs: Chief Executive, 45 Defoe House, Barbican, London EC2

HILL INTERNATIONAL

A leading international company in the consumer product field is looking for an

Accounting/Budget Manager Bucharest, Romania

The successful candidate, who will report to the Finance Manager of a new joint venture, will be responsible for all aspects of the accounting and budget functions, including:

- * Monthly/annual profit & loss statements and balance sheets
- * Preparation of annual operating and capital budgets
- * Variance analysis
- * Rolling performance projections
- * Project analysis (IRR, ROI, etc.)

Candidates must have internationally recognized professional qualifications and preferably experience gained in similar positions. Familiarity with standard PC applications and fluency in English is required. Good knowledge of the Romanian language is essential.

The ideal candidate should have the ability to motivate and develop associates. An attractive salary and benefits package will be offered.

For further information please call or write to our consultant: HILL INTERNATIONAL, Mrs Claudia Daeubner in our Vienna Head Office, Fasangasse 20, 1030 Vienna, Austria, Tel: (0043) 1 798 35 66 Ext. 23 Fax: (0043) 1 798 35 66 Ext. 30.

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European Finance Controller

Talented, young Finance Professional with true European credentials sought to join small European HQ of a \$200m brand US company. Challenging remit to coordinate and control current activities of established network of companies in Europe and play a key role in planning and implementing the growth strategy for the 1990's. Frequent international travel and excellent career prospects within this fast growing company.

THE ROLE

- Top finance post in Europe with responsibility for the development and implementation of Europe-wide financial management and control disciplines.
- Ensure timely consolidation and reporting to US Parent, working closely with US based international FD.
- Broad remit with a real input to overall management of the business including distribution, warehousing and stock control issues.

THE QUALIFICATIONS

- Qualified accountant, probably aged 30+ with international experience within the distribution and/or retail fields. Fluency in French or German essential.
- Successful track record in a senior financial management position, implementing controls and managing growth across European subsidiaries.
- Energetic, flexible with a practical approach to problem solving. Strong commercial orientation with well developed interpersonal and communication skills.

London 071-973 0889
Manchester 061-941 3818

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A Spencer Stuart Company

Please reply, enclosing full details to:
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16 Connaught Place,
London, W2 2ED
071-973 0889

c. £60,000 + banking benefits City

Group Chief Accountant

Accomplished accountant required to join Head Office team of this major banking and insurance group. Strong functional skills and commercial awareness sought to make full contribution to Group financial management.

THE ROLE

- Reporting to the Deputy Finance Director and responsible for the consolidation and reporting of Group accounts.
- Leading Group level financial accounting. Strengthening relationships with divisional and subsidiary finance departments. Harmonising and rationalising accounting information flows.
- Handling substantial groupwide ad hoc projects. Liaison with auditors, actuaries and the Bank of England.

THE QUALIFICATIONS

- Graduate, probably mid to late 30's, technically excellent ACA with pragmatic, creative approach. Fast-track career profile and mastery of all disciplines of plc reporting.
- Thorough exposure to complex consolidation in professional or commercial environment. Proven financial experience with a progressive commercial organisation. Financial service experience desirable.
- Demonstrable team leader with strong communication skills and high energy levels. Appetite for a demanding and varied role. Ambitious to progress within the TSB Group.

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THE ROLE

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THE QUALIFICATIONS

- Bright, ambitious, probably mid to late 30s, ACMA qualified accountant with proven hands-on record of introducing disciplined financial reporting systems into a manufacturing business.
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- Excellent man-manager, communicator and team-player. A strong personality with the interpersonal and influencing skills to win commitment to change.

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DIRECTOR OF FINANCE

Hampshire

c.£50,000 + Finance Sector Benefits

Our client, The Agricultural Mortgage Corporation Plc, is a leading provider of long term development capital to the farming and horticultural industries in England and Wales. Envisaged alterations to the organisation's mandate will bring wide ranging changes to the scope of its business and lead to substantial growth. As a result a Director of Finance is sought who will play a major role in its future.

This position reports to the Managing Director and carries responsibility for a team of nine. Key challenges include: the production and presentation of all financial reports at board level; development and implementation of a new IT initiative for the 1990's; strategic and operational planning; and the provision of sound financial management during a period of rapid change.

The successful candidate will be a qualified accountant who can demonstrate a first class track record of financial management within industry or

commerce. Excellent financial reporting skills should be augmented by a strong degree of computer literacy, a thorough understanding of internal control and the ability to provide financial advice to the business. It is important that he/she should also be a good communicator, a team leader and someone who can both initiate and adapt to change.

A comprehensive remuneration package is offered including subsidised loan and mortgage benefits together with a motor car and a full range of ancillary benefits. Relocation assistance will be considered where appropriate.

Interested applicants should send, in complete confidence, a detailed curriculum vitae including current salary and daytime telephone number to Chris Rose, Touche Ross Executive Selection, Carlton House, Carlton Place, Southampton SO1 2DZ. Telephone: 0703 334124, quoting reference LM845.

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MANAGEMENT
CONSULTANTS

DIVISIONAL FINANCE DIRECTOR

UK & EUROPE
WEST SURREY

To £45,000 + Car + Share Options

Our client, a profitable, fully quoted expanding manufacturing business with international interests, is committed to grow both organically and by prudent acquisitions.

In order to meet the challenges of the 1990s, a Divisional Finance Director is required to assist the Divisional Chief Executive in controlling the activities of a £60m T/O Manufacturing/Distribution Division in the UK and Europe. You will participate in the planning of the future growth of the business and will play a key role in improving operational efficiency and the quality of management information and systems. To be considered for this position you will:

- Be aged 35-45
- Be a Computer Literate Qualified Accountant with substantial manufacturing experience in an operating company
- Be prepared to take a proactive role as well as being "Hands On" when necessary
- Be flexible in approach, positive in attitude and be prepared to travel up to 50% of the time.
- Have strong communication skills and be a team player
- Ideally have a knowledge of French/German.

If you wish to be considered for this excellent career opportunity please apply in confidence to Daryl Green at the address below or telephone him on 071-629 3555.

BRIAN INGRAM ASSOCIATES 70/71 New Bond Street, London W1Y 9DE

Tax Accountant

newly created role with a major PLC

West Midlands

c£25,000 + Benefits

Our client, a major plc, is already established as one of the most successful in its sector.

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Reporting to the Taxation Manager, you will prepare and manage the submission of corporation tax computations, supervise compliance work and be involved in a range of other projects.

The successful candidate is likely to be a qualified accountant, with a minimum of two years' relevant tax experience, either through a

professional practice or from within a quoted company, and will be looking for the challenge of having a direct influence on the company's future. Exploring and developing ideas will be as important to you as seeing things through to a satisfactory conclusion.

Salary as indicated, together with a full range of benefits will include relocation assistance, if appropriate.

Interested? Please write with full career details quoting ref: MC499 to: Maxine Clare, MSL Advertising, Quadrant Court, 50 Calthorpe Road, Edgbaston, Birmingham B15 1TH. Please list on a separate sheet any companies to whom your details should not be sent.

MSL Advertising



Management/Systems Accountant

c£30,000 + Car + Bonus

The London International Financial Futures Exchange continues to expand and diversify after eight consecutive years of growth. In order to meet increasingly sophisticated and critical management information requirements, the new position of Management/Systems Accountant has been identified.

Operating within a small, highly pro-active team, the successful candidate must demonstrate hands-on systems skills, preferably with the Sun account general ledger package. Equally important are management accounting skills

and experience of spreadsheet applications as the role will encompass management information development, business planning and management accounting.

A graduate qualified accountant aged 27-35, you will have an excellent track record in a commercial environment, probably in the Service sector.

Interested candidates should send their CV to Andrew Norton, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH or alternatively fax their details on 071-831 2612.



Michael Page Finance

Specialists in financial recruitment
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c.£30K + FE Car & Benefits

Safeway plc, part of the Asgill Group, is a rapidly growing and highly successful leading food retailer. Group sales for the year ended March 1991 totalled £4.8bn with profit before tax of £291m. Over the last four years Safeway has more than trebled its sales and increased its profits fivefold.

Based at the Head Office in Hayes, internal career progression has created this unique opportunity to join a progressive and highly professional team.

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The successful candidate will be a clear thinking, self-starter who possesses good inter-personal skills and the ability to communicate persuasively in a variety of situations. Aged under 35, you will be a graduate qualified Accountant with a proven track record in a fast moving, commercial environment.

The attractive salary is backed by a range of company benefits that include BUPA cover, life assurance, pension

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SAFEWAY

Financial Controller

Yorkshire

c £32,000 + Car

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Following promotion within the Group, our client seeks a Divisional Financial Controller who, reporting to the Divisional Chief Executive, will assume full responsibility for all the finance and related functions of the business. Further emphasis will be placed on strategic and commercial input, allied to the continued enhancement of strict financial control procedures.

Candidates, ideally aged 28-35, should be qualified Accountants who can demonstrate a track record of success in their career to date. A strong personality allied with sound technical skills and the ability to communicate effectively across all disciplines are considered pre-requisites. Career prospects are limited only by individual ability.

Interested applicants should write, quoting Ref: L8555 and enclosing a CV to James J. Russell at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX. Tel: (0532) 450212.



Michael Page Finance

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Financial Controller

South East £40K Basic + Bonus + Benefits

Innovative applications and integrated solutions provide the impetus for our client's success on an international scale. Growth in profitability, however, has more to do with sound planning and an ability to adapt swiftly to changing market conditions.

The focus of your role will be to plan, evaluate and generally shape the financial functions of this Corporation's operations in the UK and parts of Europe, while contributing to business strategy and budgetary control alongside senior management.

Ten or more years of broad financial experience, ideally culminating in a senior financial role with a medium sized, US multinational, will have given you the professional qualifications to meet this challenge. What sets you apart from others with a similar background is a highly motivated, results oriented nature backed by the ability - and

credibility - to take control. In spite of your position, you still relish the hands-on approach and the regular international travel that goes with it.

These qualities will generate a highly competitive remuneration package, plus, of course, the opportunity to enjoy the long-term benefits of the growth you will be instrumental in helping our client achieve.

Please send a detailed CV to Consultant, David Woolf, at Juniper Woolf Nucleus Advertising Partnership, Gemini House, 180 Bernonsey Street, London SE1 3TQ, quoting reference C981.



SEARCH & SELECTION • RECRUITMENT ADVERTISING

Financial Accountant

London

c£30,000 + Car + Benefits

Our client is a well-established c£200 million turnover international metal commodity trading group, which supports one of the world's major copper producers. The company has extensive dealings on the London Metal Exchange.

The increasing complexity of the business has created a requirement for a Financial Accountant who will also work closely with the Financial Director in the management, rationalisation and development of the finance function. Key responsibilities of this position will include:

- * Foreign Exchange Accounting
- * Treasury Management
- * Statutory and Management Reporting
- * Systems Implementation (SUN software)

- * Liaison with traders, executive management and auditors
- * Management and supervision of seven staff

The ideal candidate will be a qualified accountant, aged 27-33, with at least two years' post qualification experience of a commodities or financial services environment. The ability to understand the accounting implications of complex commodity transactions in foreign currencies is essential, as is a 'hands on' approach and a strong managerial presence.

Interested candidates should write, enclosing a comprehensive curriculum vitae, to Joe Thomas, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH, or alternatively fax their details on 071-831 2612.



Michael Page Finance

Specialists in financial recruitment

Head Of Group Audit

North Of England,

c £37,000, Bonus, Car

As a top-flight manager with significant experience gained at senior level, your technical proficiency and business acumen will be maximised in this demanding role. Reporting to the Finance Director of this multi-million Group, and leading and developing a professional team, you will be providing advice and guidance to divisional and headquarters management. Specific responsibilities will be to establish operational audit strategies, develop and implement these programmes and play a key role in assessing overall business effectiveness. In addition it is envisaged that you will play a significant part in a major programme of acquisitions.

This challenging role calls for a qualified chartered accountant, probably aged around 40, who can demonstrate a successful track record gained in the internal audit department of a blue-chip manufacturing environment, ideally complemented with previous experience in management consultancy.

An effective communicator, highly motivated and results-oriented, you must be capable of making a positive impact in a complex environment. The competitive remuneration package reflects the importance of this key position.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: J.A. Thomas, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ, 0532-448661, Fax: 0532-444401, quoting Ref: H27049/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, EDINBURGH, LEEDS, LONDON, MANCHESTER, NEWCASTLE, WINDSOR and EUROPE

Financial Planning Manager

City

c.£48,000 pa + bonus, bank benefits and car

Our client is a major international banking group with worldwide operations and a particular presence in the Asia Pacific region. Due to a recent promotion there is a need to recruit another member into its financial planning team which operates at the highest level within the Group.

We are seeking exceptionally well qualified candidates capable of handling a broad ranging role, covering issues vital to the Group's development. Key tasks will include evaluation of projects and financial performance, budgeting and long-term forecasting, as well as strategic and M&A work. Candidates must have a sound understanding of technical accounting and tax issues. The ability to communicate financial issues effectively to senior management throughout the Group is of paramount importance.

The successful candidate is likely to have at least four to five years' post-qualification experience, and will probably be in the 30-35 year age group. Candidates should display high levels of commitment, the desire to contribute to the growth and future development of the Group, and be geographically mobile. Strong personal presence and credibility will be enhanced by a knowledge of the financial services environment, acquired either within or outside the profession.

Career prospects are exceptionally good, with the opportunity to follow previous incumbents into an operating unit, either in the UK or overseas, within a relatively short timescale. Please write in confidence, with full career and salary details as well as home and day telephone numbers, to Diana Westlake, quoting reference 8729/6.



Selection & Search

70 Fleet Street, London EC4Y 1EU

FINANCE MANAGER

To £35,000 + car + benefits

W.London/Middlesex

Our client is a leading subsidiary within a substantial British multi-national plc with a group turnover of several billion pounds. The subsidiary itself is the market leader in its wholesale and distribution business, with an annual turnover of around £400 million.

We seek a Finance Manager to take charge of a department of 8-10 staff responsible for the financial accounting, banking and cash flow reporting functions within this very high volume business. In due course, responsibilities should expand into other accounting areas, which will increase the managerial and systems content of the position. Reporting to the Financial Controller, this senior appointment offers excellent career prospects.

Candidates must be qualified accountants who have a thorough grasp of the technical aspects of financial accounting and an ability to design and implement practical control systems across a multi-site operation. The likely age range is 26-32. Ideally, you will have some post qualification experience in a high volume distribution, retailing or wholesaling business, preferably with some staff management responsibilities. However, candidates leaving the profession will also be considered.

To apply, please send your career and current salary details, together with a daytime telephone number, to Barry C Skates at our Maidenhead office.

MKA EXECUTIVE SEARCH AND SELECTION LIMITED
MKA House 35 King Street
Maidenhead Berks SL6 1EF
Telephone: (0628) 75955
Fax: (0628) 770055



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Management Accountants for Consultancy

London based to £50K + Car

KPMG Management Consulting has opportunities for several management accountants to join its Financial Management Group to work in a range of industries on cost management, management information and analytical studies. The Group is a leader in these areas and has a consistent growth record and a substantial workload.

We are looking for graduate accountants with between four and seven years post qualification experience in industry who are currently holding Finance Director, Chief Accountant or Financial Controller posts, probably in self accounting divisions of blue-chip companies. We would be particularly interested in people from high technology sectors including pharmaceuticals, aerospace and electronics.

We need people with sound technical skills and man-management experience, gained in major companies with a reputation for effective management accounting and reporting. Of equal importance are highly developed inter-personal skills, enthusiasm and a sense of humour.

We enjoy being members of a very strong and successful group. If you would like to join us please write with your CV which should include academic achievement, professional qualifications and salary history to John Gerard, Recruitment Manager, KPMG Management Consulting, 8 Salisbury Square, London EC4Y 8BB. Please quote reference FMJ91FT.

KPMG Management Consulting

Financial Controller

to £33,000 + Car

North London

Our client is a long established £20 million turnover company which provides contracting services to the construction sector.

Following its recent acquisition by a major multinational group, there is a challenging opportunity for a new Financial Controller to implement new accounting systems, improve management information and develop group reporting requirements.

Reporting to the Managing Director, the Controller will have full responsibility for the finance function supervising a small department.

Candidates should be qualified accountants, probably aged 35-55, experienced in managing a

finance function preferably with parent company reporting and familiar with using PCs. Costing knowledge is essential and experience within the contracting sector would be ideal.

Key qualities are the ability to relate well to and influence senior management yet at the same time maintain a hands-on approach and undertake detailed accounting work where appropriate.

Please send career and personal details including current remuneration quoting Ref CA 347 to Carrie Andrews at Ernst & Young Corporate Resources, 21 Conduit Street, London W1R 9TB.

ERNST & YOUNG

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FINANCIAL CONTROLLER

SALES DIVISION

Your chance to grow in an expanding life business

South Coast c.£36,000 + car + bonus + banking benefits

Our client is a young, highly successful organisation, part of a well established financial services group and with an excellent record of profitable growth.

You will play a key role in supporting the Sales and Marketing management of this £90m business. Controlling a team of 8 you will be responsible for the full range of financial support and management information. This will include providing financial input to strategic decision making, budgeting and forecasting, MIS and working with the sales force on business plans.

You will be a qualified accountant, probably aged 28-35, with experience gained in a sales led company. Ideally - but not essentially - this will be insurance industry based. You will be computer literate, familiar with sales

force incentive packages and commercially aware. Your personal skills will include good man management and communication ability, a team orientation and the desire and determination to be effective in a dynamic, growth driven environment.

Our client has a reputation for recognising ability quickly and encouraging employees to reach their maximum potential, offering outstanding opportunities for further career development.

Please reply in confidence, giving concise career, personal and salary details to Brendan Keelan, quoting Ref: L594.

Egor Executive Selection
58 St. James's Street
London SW1A 1LD (071-629 8070)

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SELECTION

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Division Accountant

Heathrow

c. £25K + car + benefits

Established for 10 years, Planning Consultancy Ltd is one of the leading national computer resellers in the UK today. With a turnover in excess of £50m and employing 300 staff, PCL, supplies integrated computer solutions to the corporate marketplace based on personal computers and networks. PCL has demonstrated a long history of innovation within the industry, complimented by a commitment to quality that positions it for continued growth in the nineties.

To meet the challenges of the Company's new divisional expansion and continued dramatic sales growth, we are looking to recruit two newly qualified Accountants to assume staff and operational responsibility for the Financial and Management Accounts Departments.

The positions would best be suited to Accountants who have recently qualified in the profession and now wish to enhance their career in a commercial environment, or individuals with experience in a distribution/reselling industry.

To apply, please send your Curriculum Vitae to:



Jenny Gorrod
Planning Consultancy Ltd
Heathrow Summit Centre
Skyport Drive
Harmondsworth
West Drayton
Middlesex UB7 0LJ
NO AGENCIES

PLANNING CONSULTANCY LIMITED

FINANCE DIRECTOR

After the successful rights issue and the promotion of the current Finance Director to Chief Executive, an exceptional opportunity has arisen to lead the finance function of this substantial and exciting plc.

Our key requirements are:

- Strong accounting, reporting, retail and systems experience
- A proven record of success and achievement
- International experience (we have 250 shops in 9 countries generating retail sales of over £70m)
- A commercial outlook and ability to contribute to the general management of the Group

Send your CV to Nigel McGinley, The Rack plc, Capital Interchange Way, Brentford, Middlesex TW8 0EX.

All correspondence will be treated in the strictest confidence.

The Rack

FINANCIAL CONTROLLER

£30,000 + Benefits

This SE1 based importer and distributor of wines, beers and spirits has doubled its turnover to £35m in the last 18 months. A successful management buyout, they now seek to strengthen their small management team, to enable the group to embark upon the next stage of its ambitious growth plans.

The successful applicant will assume responsibility for the day to day running of the finance department, reporting to the group finance director. Candidates should have a minimum of two years experience at financial controller level, preferably in a control-orientated, multi-currency distribution company. A key priority is the enhancement of the group's information systems and experience in computer system development is therefore essential.

The company is ideally placed to take advantage of the many change taking place in the drinks industry and view this vacancy as an excellent opportunity to become a key member of the management team at an exciting stage in the group's development.

Please send a C.V. and recent salary history to: Morton Thornton, Torrington House, 47 Holywell Hill, St Albans, Herts AL1 1HD

FINANCIAL CONTROLLER

£30,000 + CAR

CACI Limited, the Information and Marketing Consultancy, seeks a Financial Controller for its £10m UK Operations. The company is a subsidiary of the \$150m international high technology and professional services corporation CACI International Inc with corporate headquarters in Washington DC.

Based in West London, reporting to the Finance Director, the Controller will head up the team responsible for the day-to-day running of the finance function and will spearhead the upgrading of computer based accounting and consolidation systems to the integrated management information system PROPHET based upon INGRES relational technology.

Candidates should be graduate Chartered Accountants aged around 30 with first hand experience of medium sized operations in a service industry and the implementation of computerized accounting systems.

Please write enclosing a detailed curriculum vitae with salary details to the Personnel Manager, CACI Ltd., CACI House, Kensington Village, Avonmore Road, London W14 8TS.

CACI
LIMITED

Group Taxation Manager

c. £60K + benefits

We are a leading and long established international Finance and Commodity Trading House operating as traders, brokers and fund managers. We have extensive operations worldwide and are now looking to recruit a very senior member of staff to lead the taxation team from our London headquarters.

As Group Taxation Manager, you will be responsible for developing a coherent global strategy for the proactive management of our tax affairs. In particular it will be necessary to review the tax efficiency of the worldwide group legal structure; ensure compliance with regulations in all applicable jurisdictions and advise on the tax implications of all proposed acquisitions and disposals.

This is a key position within the management team. As such,

the person we are seeking will possess a professional qualification with significant UK and international taxation experience gained at a senior level. Strong commercial awareness and the ability to communicate effectively at all levels are vital requirements.

The compensation package will reflect the importance of the position and includes a basic salary of around £60,000, a car, plus a performance based package which would make this position attractive to those at the top of the tax field.

If you wish to apply please send your C.V. plus covering letter to Michael Murray, Group Personnel Manager, ED & F Man Ltd, Sugar Quay, Lower Thames Street, London EC3R 6DU quoting reference GTM/FT.



ED & F MAN LIMITED

A new dimension in Telecommunications MANAGEMENT ACCOUNTANCY MANAGER

c. £30K + benefits

BRT is uniquely positioned to capture a significant share of the deregulated voice and datacomms market. Already the UK's largest private telecoms company, our 17,000 km network links 60,000 extensions through 236 exchanges across the whole of Britain. With managerial and technical expertise in place, an impressive customer base already established with our parent company, and substantial private investment in prospect, the future promises great growth and development - for us and our people.

We now need an ambitious and open minded professional management accountant to institute the costing and tariffing section of a bespoke finance team. Reporting to the Finance Director, you will be expected to play a significant part in the commercial birth of the company, through financial forecasts and strategic advice and guidance on pricing policies.

As a qualified accountant with up-to-date skills, you will have had senior level experience of a telecommunications organisation, particularly in the field of costing and tariffs.

Together with competitive salaries, we offer excellent benefits, including a contributory pension scheme, private health insurance, free rail travel for you and your dependants and substantial travel concessions on Continental Railways.

If you have the experience and expertise to make a real contribution in our business, please write, enclosing your CV and stating reference number BRT/66, to Malcolm Ramage, Director, Human Resources, BR Telecommunications Limited, 137 Aldersgate Street, London, EC1A 4JA.

BRT

BRT is an equal opportunities employer

GROUP FINANCIAL CONTROLLER (ED DESIGNATED)

c. £55,000 + CAR + BENEFITS

We are a West End based group of companies established for over 25 years. We have a blue chip client base and we operate in the area of communications and publicity.

Working closely with the Group Development Director and reporting to the board, this role will encompass the following broad areas of responsibilities:

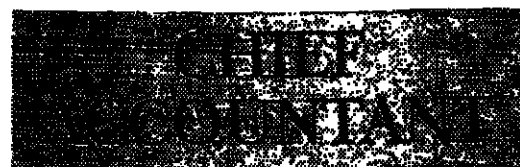
- ▲ Full control of running the accounts department.
- ▲ Development and preparation of detailed management information systems and reports for operational purposes.
- ▲ Responsibility for further computerisation of accounting systems and contributions to the development of operational systems in general.
- ▲ Liaison with the group's bankers and auditors.

It is expected that the individual will play a key role in the management and direction of the group and contribute to the long term future growth.

The successful candidate will be appointed company secretary of all group companies initially, and a board appointment would be expected within 12 months.

Please write in complete confidence enclosing a full CV to

Chairman and Managing Director
Broadway Communications Group (Holdings) Ltd
21-22 Warwick Street
London W1R 9BB



MAJOR CITY LAW FIRM
£30,000 - £32,000

**TURNER
KENNETH
BROWN**
SOLICITORS

We are looking for a qualified accountant to join our Finance team as Chief Accountant. This position reports to the Deputy Director of Finance and has eight staff reporting to it.

Previous legal experience would be preferable but is by no means essential. We are looking for good technical skills, experience in staff supervision and above all, commitment to the job and to the Firm.

Turner Kenneth Brown are a firm of international lawyers based in the City with 61 Partners. In addition to a competitive salary, fringe benefits include PPP, a STL, life assurance and PHL.

If you are looking to join an enthusiastic professional Finance team, please write with a full CV to Colin Kerr, Director of Finance, Turner Kenneth Brown, 100 Fetter Lane, London EC4A 1DD or phone for an application form on 071-242 6006.

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JoAnn Gredell
on
212 752 4500
or write to her at
14 East 60th Street
New York, NY 10022

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Head of Audit

A career path that spans the world

Venezuela £40k
+ Large Company Expatriate benefits

A career path that spans the world is the best way towards achieving senior financial management status - which is what British American Tobacco is offering to a highly accomplished, Spanish-speaking professional.

As Head of Audit in Caracas, Venezuela, we offer an initial 3 years' posting to one of our very largest overseas companies. Leading a 10-strong team that is multinational in composition and dedicated in character, you will experience the unique business culture and qualities that have seen our yearly worldwide turnover exceed £3 billion. Reporting to the Financial Director, your results will be rewarded by a series of international postings, leading to a senior line management position.

A top-flight fully-qualified accountant, ideally CA/CPA, you will have experience of working for a large company, preferably overseas. Aged 40 or under, you will need to understand more than just the financial implications of your daily decisions: we're looking for the personal qualities that mark you as a truly international manager - excellent social skills, a belief in building the team spirit and the utmost resilience. Fluent Spanish is essential for this role.

In return, we offer a real commitment to your career, with a path that will take you to the top in international line management - together with an attractive salary and an excellent expatriate benefits package.

To make the move, please contact our advisor, Hamish Davidson, for an informal and confidential discussion, on 071-939 6312. Alternatively, write or fax your full CV and salary details to him (quoting reference H/1168/FT) at Executive Selection Division, Price Waterhouse Management Consultants, Milton Gate, 1 Moor Lane, London EC2Y 9PB. Fax: 071-638 1358.



A member of the B.A.T. Industries plc Group

Financial Controller

Healthcare c£32k

The Bourn-Hallam Group is a world leader in the provision of infertility treatment, specialising in in-vitro fertilisation. The Group comprises two clinics: Hallam Medical Centre in Harley Street, London and Bourn Hall Clinic near Cambridge.

We have an exciting opportunity for a dynamic qualified Accountant to join us as Financial Controller, reporting to the Managing Director. Based primarily in London the job will encompass both the day-to-day management of the accounting functions at Hallam Medical Centre as well as the financial control and reporting of all Group activities, for which occasional commuting to Bourn Hall will be necessary. In addition to their accountancy qualifications candidates should have sound commercial experience and possess the ability to lead a small team running the day-to-day accounting function as well as devising financial and budgetary strategies for future development of the business. Outstanding interpersonal skills are essential as extensive liaison with the multi-national parent company will be necessary in addition to the establishment of excellent working relationships with staff at both units.

The salary will be negotiable depending on previous experience and qualifications and in addition we offer a full range of benefits, including BUPA and non-contributory pension.

To apply please send a cv to:
The Personnel Manager,
Bourn-Hallam Group,
Bourn Hall Clinic,
Bourn, Cambridge CB3 7TR.

The
Bourn-Hallam
Group

RETAIL AUDIT MANAGER

Salary c£30k + Substantial Benefits

Our client is one of the leading retailers in the UK. Their market share is significant within their specific product area, with approximately 1000 retail outlets and exciting plans for the future.

Vital to their continued success is the appointment of a Retail Audit Manager, whose main responsibility is to ensure that the Company stocktaking and audit procedures are performed both effectively and efficiently.

This new senior position is one of total autonomy and reports directly to the Finance Director, controlling a team of 40 auditors and stocktakers. The position could be based in either Welwyn Garden City or Liverpool and requires preferably a degree or professional qualification, with sound commercial experience in retail audit for at least 5 years.

The successful candidate should have an excellent man-management background, be in their 30's with an outgoing personality and high energy level. The ability to work under pressure in a proactive role is absolutely essential.

Closing date for applications 8 August 1991.

To apply, please write with Curriculum Vitae including current salary to:
Jane-Marie Carver - Director, Talisman Retail, Dorland House,
14-16 Regent Street, London SW1Y 4PH. Tel No: 071 925 0848.



TALISMAN

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Retail

MANAGEMENT ACCOUNTANT

LONDON E15 c. £30,000 p.a.

Tubular Edgington Group Plc requires a commercially-minded Accountant.

We are a diverse Group in the exhibition contracting industry and a minimum 2-3 years experience of contract costing and financial control is essential for this position. The successful candidate will be qualified (CIMA, ICAEW or CACA) and will report directly to the Group Financial Controller.

The position offers an attractive remuneration package which includes company car, contributory pension and share option participation.

Please write with a comprehensive CV to
Douglas Parkhill, Group Financial Controller,
Tubular Edgington Group Plc,
30 Marshgate Lane, London E15 OAB

NORTHERN EUROPE FINANCIAL CONTROLLER

c£30K + Bonus + Car

SDRC are a leading international supplier of software and engineering consultancy services in the high-tech field of Mechanical Computer Aided Engineering (MCAE), used by major automotive, aerospace and industrial manufacturers for the design, analysis and testing of sophisticated mechanical products.

We are now looking for an accountant to take control of UK and Northern Europe accountancy operations at our European Headquarters. You will be responsible for all UK financial accounting procedures and controls, systems development, and further enhancements of the DEC based management information and accounting system. There will also be additional responsibility for the accounting activities of our subsidiaries in Sweden and the Netherlands which will involve some travel.

This demanding role represents an excellent opportunity for a young energetic qualified ACMA/ACA with strong analytical skills to gain invaluable management experience and make a significant hands-on contribution within this successful and fast-growing company.

Please apply in writing to Keith Heal at SDRC, Gunnels Wood House, Gunnels Wood Road, Stevenage, Herts SG1 2NW. Tel: (0438) 740088 Fax: (0438) 745454.

SDRC

FINANCIAL/MANAGEMENT ACCOUNTANT

West London

The British subsidiary of a French group which is one of Europe's leading transport companies, provides a complete range of transport services from five UK offices employing some 60 people.

Working closely with the MD and supervising the day-to-day operations of the Accounts Department, your responsibilities will include the preparation of monthly management reports and half-yearly and yearly

accounts for auditing, and budget preparation, monitoring and forecasting.

A qualified accountant, you must have at least three years' experience as a Financial Accountant or Controller in an industrial or commercial company.

Please send a full cv to F. Philibert, Ref: A/3275/FT, PA Consulting Group, 78 boulevard du 11 Novembre, 69626 Villeurbanne, Cedex. Tel: 33 78 93 90 63.

PA Consulting Group

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DIRECTOR OF FINANCE & RESOURCES

c£32,000

For an N.H.S. Provider Unit
(North West Kent)

Are you a qualified (CIPFA, ACCA CIMA) Finance Director with a minimum of 5 years experience? Are you enthusiastic and energetic with NHS or related experience? or have you comparable commercial senior level experience handling cash flows, external finances, IT etc? Yes? We have an exciting opportunity to lead the Financial Function in a Priority Care Unit with a budget of £24 million, planning for 2nd wave self governing status in April 1992.

Interested? Please send your C.V. to:
The Unit Personnel Department,
Stone House Hospital, Cotton Lane, Dartford, Kent DA2 6AU
no later than Thursday 8th August.
Tel: 0322 227211 ext 300.

Assistant Treasurer

London

c£42,000 + benefits + Car

Our client is a major UK financial services group with operations in the UK, Europe and North America.

Due to internal promotion they seek an Assistant Treasurer - Capital Markets to report to the Group Treasurer. Key responsibilities will include evaluating and implementing new sources of debt, management of funding programmes, foreign currency exposure and of relevant instruments. You will deputise for the Group Treasurer when necessary and there will be considerable involvement with senior management and external advisers.

Candidates should be of graduate calibre, age indicator 28-35 years, with good communication skills,

creative and strategic thinking ability.

Previous treasury experience and the ability to succeed in this progressive group are essential where the career prospects are excellent.

Please telephone or write enclosing full curriculum vitae quoting ref: 565 to:

Nigel Hopkins FCA,
97 Jermyn Street,
London SW1Y 6JE
Tel: 071-839 4573
Fax: 071-925 2336

**Cartwright
Hopkins**

FINANCIAL SELECTION AND SEARCH

AES

TECHNICAL AND EXECUTIVE CONSULTANTS
30 New Street, Worcester WR1 2DP Tel: (0905) 23444 Fax: (0905) 23393

EUROPEAN GROUP FINANCIAL CONTROLLER

Our client is a well known company with an outstanding reputation internationally, for customer service and quality. Manufacturing a broad range of components, the company services the UK and European heavy truck, military and lift truck markets from three independent companies within the UK with a turnover in excess of £10 million.

Reporting to the head of European operations, the successful candidate will be responsible for managing corporate reporting and consolidation, management accounting and analysis, treasury/corporate finance activities and statutory/taxation requirements.

You will be 30 to 40 years old, fully qualified, ACMA/ACA with a related degree and a minimum of 5 years post qualification experience in manufacturing industries. You will be a flexible self-starter, a team player, and have knowledge of dealing with continental European customers and suppliers.

A competitive package, including bonus opportunity, will be offered to the successful candidate.

Write in confidence to Colin Smith at the address above.

GROUP CASHIER

NORTH LONDON

Growing merger and acquisition group requires a capable, experienced, innovative, computer literate person for management of the Group's cash resources and borrowings on a day-to-day basis, securing optimum deployment of the Group's funds and borrowing facilities, preparing daily rolling cash forecasts, arranging direct bank transfers, documentation and control of Bills of Exchange and Letters of Credit, all aspects of effecting movements of funds and of obligations to banks and other financial institutions.

Secondary function will be general financial accounting work.

Non-smoker - Excellent salary

CV please to The Company Secretary, Orbro,
PO Box 180 London N2 9DW

FINANCE CONTROLLER

International Consumer Personal
Care Products Company

To £45K + Bonus + Car & Excellent Benefits - Thames Valley

Our client, a successful British plc with a turnover of £150 million, has operations throughout Europe, the Far East and Australia that market a quality range of branded products. The position reports to the Group Finance Director and provides the usual financial input for a plc of this size together with having genuine scope to make a significant contribution to the commercial and strategic direction of the business. Candidates aged early 30's should be qualified ICMA or ICA and ideally be

graduates. A minimum of five years' experience in a variety of roles within a consumer orientated business or alternatively audit with extensive commercial involvement is essential. You should be able to demonstrate a successful track record to date and be outgoing, flexible and pragmatic.

Career opportunities within the group are excellent.

Send a full CV, quoting ref: 390, to T.L. Roberts, Director, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

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The fact is, the best prepared prospects will still choose the jobs and companies they want, rather than the other way round.

"Career Choice" - the F.T.'s guide for final year undergrads, is an important part of the preparation. Over 100,000 copies of the guide (one for every final year student) will be distributed on Campus in October. It is also in the F.T. on October 17th so that parents can also ensure it reaches the right audience.

For synopsis and rate card call:
Richard Jones on 071-873 3460 or fax 071-873 3065

FINANCIAL TIMES
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